3 1761 11726572 8


Digitized by the Internet Archive
in 2023 with funding from
University of Toronto

https://archive.org/details/31761117265728

Government Publications
93
LIBRARY
NOV 21 2007

ESTIMATES

Canadian Artists and Producers Professional Relations Tribunal

Performance Report

For the period ending
March 31, 2007

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of:

Part I – The Government Expense Plan provides an overview of federal spending and summarizes the key elements of the Main Estimates.

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before March 1.

Part III – Departmental Expenditure Plans, which is divided into two components:

1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail over a three-year period on an organisation's main priorities by strategic outcome(s), program activity(s) and planned/expected results, including links to related resource requirements. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the appropriation dependent departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are usually tabled on or before March 31 and referred to committees, which may then report to the House of Commons pursuant to Standing Order 81(7).

2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the appropriation dependent departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

Supplementary Estimates directly support an *Appropriation Act*. The Supplementary Estimates identify the spending authorities (votes) and amounts to be included in the subsequent appropriation bill. Parliamentary approval is required to enable the government to proceed with its spending plans. Supplementary Estimates are normally tabled twice a year, the first document in early November and a final document in early March. Each Supplementary Estimates document is identified alphabetically A, B, C, etc. Under special circumstances, more than two Supplementary Estimates documents can be published in any given year.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

©Her Majesty the Queen in Right of Canada, represented
by the Minister of Public Works and Government Services, 2007.

This document is available in multiple formats upon request.

This document is available on the TBS Web site at the following address: www.tbs-sct.gc.ca.

Available through your local bookseller or by mail from
Publishing and Depository Services
Public Works and Government Services Canada
Ottawa (Ontario) KIA OS5

Telephone: 613-941-5995
Orders Only: 1-800-635-7943 (Canada and U.S.A.)
Fax: 613-954-5779 or 1-800-565-7757 (Canada and U.S.A.)
Internet: http://publications.gc.ca

Catalogue No.: BT31-4/20-2007
ISBN 978-0-660-63426-5

FSC
Mixed Sources
Product group from well-managed forests, controlled sources and recycled wood or fiber
Cert no. SW-COC-789
www.fsc.org
© 1996 Forest Stewardship Council

This logo represents the cover stock only.
The text is printed on a different FSC stock made from 100% Post-Consumer Waste.

Foreword

Departmental Performance Reports are a key component in the cycle of planning, monitoring, evaluating, and reporting results to Parliament and Canadians. They are at the heart of accountability in government.

Departments and agencies are encouraged to prepare their reports according to the Government of Canada Reporting Principles (provided in the *Guide to the Preparation of the 2006–2007 Estimates* available at http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_e.asp). These principles are the conceptual foundation upon which the reports are prepared and they are consistent with current recommended public reporting practices.

Based on these principles, an effective performance report provides a concise, coherent, reliable, and balanced account of an organization's performance in relation to its plans and expected results. It focuses on results by reporting not only the activities and outputs achieved, but also the progress made towards achieving outcomes - the enduring benefits for Canadians and Canadian society. It sets performance in context, associates performance with plans and expected results (explaining any changes), and discusses the key risks and challenges that affected organizational performance. An effective performance report has strong linkages between resources and results to show what was achieved through the sound stewardship of public funds. It also reports on results realised in partnership with other governmental and non-governmental organisations. Finally, the report is credible because it uses objective, evidenced-based information to substantiate the performance reported.

This Departmental Performance Report, along with those of many other organizations, is available at the Treasury Board of Canada Secretariat Internet site: http://www.tbs-sct.gc.ca/est-pre/estime.asp. Readers seeking a high-level, whole of government overview of the federal government's contribution to Canada's performance as a nation should refer to *Canada's Performance 2006–07*, available online at the same Internet address. Structured around four broad spending areas (Economic Affairs, Social Affairs, International Affairs and Government Affairs), *Canada's Performance 2006–07* serves as a guide to the 90 Departmental Performance Reports and includes a whole of government view of actual spending as well as selected highlights from departmental and agency performance reports. The electronic version of *Canada's Performance* links to the relevant Departmental Performance Reports, which contain additional information on performance and resources.

The Government of Canada is committed to continually improving reporting to Parliament and Canadians. The input of readers is important to ensure that Departmental Performance Reports and other Estimates documents are enhanced over time.

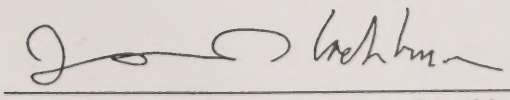
Comments or questions can be directed to:

Results-based Management Directorate
Treasury Board of Canada Secretariat
L'Esplanade Laurier, Ottawa, Ontario K1A OR5

Canadian Artists and Producers Professional Relations Tribunal

Performance Report

For the period ending
March 31, 2007



The Honourable Jean-Pierre Blackburn
Minister of Labour
Minister of the Economic Development Agency of Canada for the Regions of Quebec

Canadian Artists and Producers Professional Relations Tribunal

Performance Report

For the period ending
March 31, 2007

The Honourable Jean-F. Tetra Bachand
Minister of Labour
Minister of the Economic Development Agency of Canada for the Regions of Quebec

Table of Contents

SECTION I – OVERVIEW **1**
Chairperson's Message 1
Management Representation Statement 2
Summary Information 3
Overall Tribunal Performance 4
Mandate, Role and Responsibilities 4
Alignment with Government of Canada Outcomes 7
Overall Performance 8

SECTION II – ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME **9**
Constructive professional relations between artists and producers 9
Priority 1: Prompt and high-quality service 9
Priority 2: Clients fully informed and assisted 11
Other indicators of progress 13
Financial Management and Leadership 14

SECTION III – SUPPLEMENTARY INFORMATION **15**
Organizational Information 15
Contact for Further Information 16
Legislation Administered and Associated Regulations 16
Table 1: Comparison of Planned to Actual Spending (including FTEs) 17
Table 2: Resources by Program Activity 17
Table 3: Voted and Statutory Items 17
Table 4: Services Received Without Charge 18

APPENDIX – FINANCIAL STATEMENTS **A-1**

SECTION I – OVERVIEW

Chairperson's Message

The Canadian Artists and Producers Professional Relations Tribunal administers a collective bargaining regime for professional self-employed artists and producers in federal jurisdiction. Under Part II of the *Status of the Artist Act*, the Tribunal defines sectors of artistic and cultural activity for collective bargaining, certifies artists' associations to represent artists working in those sectors, and resolves complaints of unfair labour practices and other matters brought forward by parties under the *Act*.

Parliament passed the *Status of the Artist Act* in 1992 as part of a commitment to recognize and reward the contribution of artists to the cultural, social, economic and political enrichment of the country. The *Act* reflects the recognition that constructive professional relations in the arts and culture sector are an important element of a vibrant Canadian culture and heritage.

Over the past twelve years, the Tribunal has defined 26 sectors of artistic activity and certified 24 artists' associations to represent them. Certified artists' associations have concluded over 60 scale agreements with producers, including government producers and specialty television services, since their certification. In over half of these, this is the first time that the parties have concluded a scale agreement.

While the Tribunal continues to make progress towards its strategic outcome of constructive professional relations between self-employed artists and producers in its jurisdiction, recent developments have challenged the Tribunal to shift the focus of its work. Broadcasting, one of the principal areas of the Tribunal's jurisdiction, is undergoing dramatic transformations – mergers, changes of ownership, new technologies, and the disruption of traditional business models – and these will have a significant impact on the work of the Tribunal. The complexity of the new digital media environment presents artists, artists' association and broadcasters with unprecedented challenges related to certification and negotiation. The Tribunal needs to understand these developments to ensure that labour law principles and the Tribunal's own precedents are applied appropriately.

Much of the work of the Tribunal until recently focused on certification. Most sectors are now defined, and artists' associations are certified to represent them. The Tribunal will likely be called upon to deal with changes in the definition of sectors, and possibly changes in representation, but otherwise its work will probably increasingly shift to complaints and determinations.

To realize its strategic outcome fully, the Tribunal needs to ensure that the *Act* is widely known and well understood, and that its services are understood and known by the client community to be readily available. Accordingly, for this year and the immediate future the Tribunal has refocused its efforts on fully informing and assisting artists, artists' associations, and producers of their rights and responsibilities under the *Act* and of the services that the Tribunal can make available to them.

The Tribunal remains committed to recommendations that came out of the Department of Canadian Heritage's 2002 review of the *Act*. These include amendments to permit arbitration in negotiations for first contracts, streamlining of the process for adding professional categories to be covered by the *Act*, and the creation of an association of government producers that would negotiate with artists' associations.

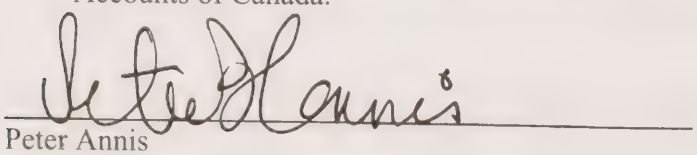
The Tribunal is also of the view that an amendment to the *Act* might facilitate the development of provincial status of the artist legislation. Such legislation would be an important complement to the work of the Tribunal, since so much cultural and artistic work takes place in provincial jurisdiction. At present, Quebec is the only province with a legislated collective bargaining regime for artists and producers. Several other provinces have recently considered similar enactments, but there are concerns about the cost of new provincial specialty tribunals to administer collective bargaining for the cultural sector. The Tribunal believes that, where a provincial statute and the *Status of the Artist Act* are substantially uniform, there would be advantages in an amendment to the *Status of the Artist Act* that would permit the Minister and the province to agree that the Tribunal would administer the provincial law on behalf of the province. This would allow the provinces to take advantage of the expertise and resources of the Tribunal, and contribute to consistent administration of similar legislation.

Management Representation Statement

I submit for tabling in Parliament, the 2006–2007 Performance Report for the Canadian Artists and Producers Professional Relations Tribunal.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2006–2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's approved Strategic Outcome and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.



Peter Annis
Chairperson and Chief Executive Officer
September 14, 2007

Summary Information

Reason for existence
The Canadian Artists and Producers Professional Relations Tribunal administers Part II of the *Status of the Artist Act*, which governs professional relations between self-employed artists and producers in federal jurisdiction. In doing so, the Tribunal contributes to constructive professional relations between these parties.

Financial Resources ($ thousands)

2006-2007		
Planned Spending	Total Authorities	Actual Spending
$1,900	$1,900	$1,340

Human Resources

2006-2007		
Planned	Actual	Difference
10	10	0

Status on Performance			2006-2007 ($ thousands)	
			Planned Spending	Actual Spending
Strategic Outcome: Constructive professional relations between self-employed artists and producers in CAPPRT's jurisdiction				
Priority No. 1	Prompt and high quality processing of cases	Met	$1,600	$1,140
Priority No. 2	Fully informed and assisted clients	Met	$300	$200

In its *Report on Plans and Priorities* for 2006-2007, the Tribunal indicated that one of its priorities would be to work on amendments to the *Status of the Artist Act*, to bring about changes recommended in the 2002 evaluation of the *Act*. The Tribunal removed this initiative from its priorities because ultimately only the Department of Canadian Heritage can propose amendments to the legislation. However, the Tribunal continues to believe that the changes proposed in the 2002 evaluation of the *Act* would be beneficial, and remains ready to assist the Department should it begin work on amendments. This decision had no resource implications.

Overall Tribunal Performance

Mandate, Role and Responsibilities

The Canadian Artists and Producers Professional Relations Tribunal is a quasi-judicial, independent federal agency that administers Part II of the *Status of the Artist Act*, which governs professional relations between self-employed artists and federally regulated producers. The Tribunal reports to Parliament through the Minister of Labour. The Minister of Canadian Heritage also has responsibilities pursuant to Part II of the *Act*.

Under the Canadian constitution, labour relations between the vast majority of workers and employers fall under provincial jurisdiction. The federal government has jurisdiction over labour relations in a small number of sectors, including broadcasting, telecommunications, banking, interprovincial transportation, and federal government institutions. The Tribunal is one of four federal agencies that regulate labour relations. The other three are the Canada Industrial Relations Board, which deals with labour relations between private sector employers in federal jurisdiction and their employees, the Public Service Labour Relations Board, which deals with labour relations between federal government institutions and their employees, and the Public Service Staffing Tribunal, which deals with complaints from federal public service employees related to internal appointments and lay-offs.

The Tribunal's jurisdiction over producers is set out in the *Status of the Artist Act*, and covers broadcasting undertakings under the jurisdiction of the Canadian Radio-television and Telecommunications Commission, federal government departments, and the majority of federal agencies and Crown corporations (such as the National Film Board and the national museums).

The Tribunal's jurisdiction over self-employed artists also is set out in the *Status of the Artist Act*, and includes artists covered by the *Copyright Act* (such as writers, photographers, and music composers), performers (such as actors, musicians, and singers), directors, and other professionals who contribute to the creation of a production, such as those doing camera work, lighting and costume design.

The Tribunal has the following statutory responsibilities:

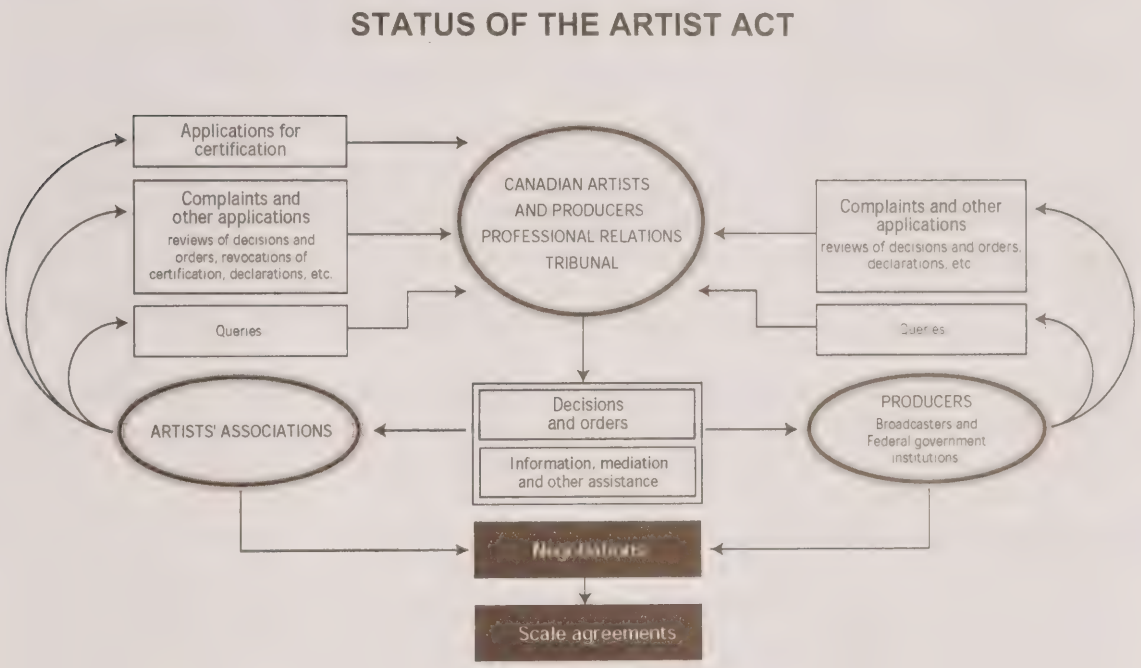
- To define the sectors of cultural activity suitable for collective bargaining between artists' associations and producers,
- To certify artists' associations to represent self-employed artists working in these sectors, and
- To deal with complaints of unfair labour practices and other matters brought forward by artists, artists' associations, and producers, and prescribe appropriate remedies.

Artists' associations certified under the *Status of the Artist Act* have the exclusive right to negotiate *scale agreements* with producers. A scale agreement specifies the minimum terms and conditions under which producers engage the services of, or commission a work from, a self-employed artist in a specified sector.

The *Status of the Artist Act* and the Tribunal's statutory responsibilities, professional category regulations, decisions, and reports to Parliament and central agencies can be found on the Tribunal's Web site at www.capprt-tcrpap.gc.ca.

Figure 1 illustrates the Tribunal's responsibilities and the key processes under the *Status of the Artist Act*, Part II.

Figure 1. Tribunal Responsibilities and Key Processes



Operating Environment and Context

The economics of artistic endeavour

Culture and the arts contribute significantly to Canada's economy. In 2002, the most recent year for which statistics are available, the arts and culture sector contributed $39 billion to the Canadian economy — almost 4 percent of gross domestic product. Beyond their economic contribution, Canadian artists enrich our lives and represent us at home and abroad.

The context for the *Status of the Artist Act*

Their earnings, however, do not reflect their contributions to the country. According to Statistics Canada, artists' average income rose 26 percent from 1991 to 2001. Yet that increase only brought their average income to $23,500, still well below the average for all workers in Canada ($31,800), despite the higher than average level of education of artists.

Besides having lower earnings, many artists are self-employed, and thus do not have the advantages enjoyed by employees, such as employment insurance, training benefits and pension funds. For example, according to the census, almost 70 percent of visual artists and close to 50 percent of writers and craftspersons work as independent entrepreneurs. An estimated 100,000 self-employed artists fall under the Tribunal's jurisdiction.[1]

The federal government has various institutions, programs and policies to recognize and support artists and producers. The *Status of the Artist Act* and the Tribunal are part of the federal support system for Canadian arts and culture.

Limitations of the *Status of the Artist Act*

The impact of the *Act* is limited, however, by its application to a small jurisdiction. Most work in the cultural sector, including the vast majority of film and television production, sound recording, art exhibitions, theatrical production and book publishing, falls under the jurisdiction of the provinces. To date, Quebec is the only province with legislation granting collective bargaining rights to self-employed artists. The need for provincial legislation was recognized by the Standing Committee on Canadian Heritage in its ninth report in 1999, and by the Department of Canadian Heritage in its 2002 evaluation[2] of the provisions and operations of the *Status of the Artist Act*.

Patchwork protection

Saskatchewan adopted enabling legislation on the status of the artist in 2002, and the Saskatchewan government has attempted to introduce a legal collective bargaining framework for artistic work, but as yet the legislation has not passed. The province of Ontario recently passed legislation that dealt with status of the artist, but did not address collective bargaining.

---

[1] Sources: Hill Strategies Research, September 2004: Statistical Profile of Artists in Canada; Hill Strategies Research, March 2005: Arts Research Monitor

[2] Available on the Internet at: www.pch.gc.ca/progs/em-cr/eval/2002/2002_25/tdm_e.cfm

The Tribunal supports the adoption of status of the artist legislation by more provinces. The Tribunal assisted the Saskatchewan legislature, at its request, in its deliberations on its status of the artist legislation, describing how the federal model works and the experience and lessons learned since the federal act was passed. The Tribunal will continue to provide information to policy makers and others interested in the benefits of such legislation.

Federal government institutions as producers

The *Act*'s effectiveness is also limited because few federal government institutions – one of the class of producers covered by the *Act* – have entered into scale agreements with artists' associations. Artists' associations are typically hard-pressed for time and resources, and they would rather negotiate with producers' associations than with individual producers. Similarly, many government producers would prefer to designate one department as their lead negotiator. One of the recommendations from the Department of Canadian Heritage's 2002 evaluation report was that the government consider establishing a single bargaining authority for all departments. The Tribunal supports this recommendation, as it would facilitate the bargaining process and make it more cost-effective.

The challenge of operating a small federal agency

Value for money and accountability

Its specific legislation and unique stakeholder base aside, the Tribunal is like any other federal government department: it must exercise care and restraint in the spending of public funds, and provide Parliament and Canadians with transparent and accountable reporting. At its creation in 1993, the Tribunal adopted efficient business practices, with clear statements of objectives, high standards for service delivery, a comprehensive performance measurement framework, and transparent reporting on its activities and results. Its management team embraced this framework at its inception and has been guided by it as it evolves.

As a very small agency, the Tribunal faces a particular operating challenge, with its small staff responsible for a myriad of tasks. This is compounded by the fact that the workload is unpredictable and changing, since parties themselves decide whether to bring cases to the Tribunal. To meet these particular challenges, the Tribunal follows flexible practices such as contracting-out and sharing of accommodation, as described in Section II under Financial Management and Leadership.

Alignment with Government of Canada Outcomes

In encouraging constructive labour relations between self-employed artists and producers in its jurisdiction, the Tribunal expects that artists' income and working conditions will improve, artists will be more likely to pursue their careers in the arts, and producers will have an adequate pool of talented and trained artists. Thus, the Tribunal's single operating program aligns with the Government's intended outcome of a vibrant Canadian culture and heritage.

Overall Performance

The Tribunal has one strategic outcome, constructive professional relations between self-employed artists and producers under its jurisdiction, and one program activity, processing of cases brought before it. Its overall performance is equivalent to its "performance by strategic outcome," reported in Section II. As will be seen in Section II, the Tribunal continues to make progress in achieving its strategic outcome.

SECTION II – ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Strategic Outcome:
Constructive professional relations between artists and producers

Part II of the *Act*, and the collective bargaining regime set up under it, are intended to encourage constructive professional relations between artists and producers in federal jurisdiction. This is the sole strategic outcome under the Tribunal's Program Activity Architecture approved by Treasury Board for 2006-2007.

During fiscal 2006-2007, the Tribunal pursued two priorities in order to achieve this strategic outcome. It continued to focus on dealing with requests under the legislation with prompt and high quality service. And it greatly increased its focus on fully informing and assisting clients. (As noted in Section I, a third priority identified in the 2006-2007 *Report on Plans and Priorities*, assistance in the preparation of amendments to the *Act*, was not pursued, as it was beyond the Tribunal's mandate.)

The performance measurement framework for these priorities is presented in the Tribunal's *Report on Plans and Priorities* and is summarized below. The performance results are reported below and shown in Tables A, B and C.

Priority 1: Prompt and high-quality service

The level of case activity in 2006-2007 was similar to that in 2005-2006. The Tribunal made final decisions in six cases (five of which were resolved without hearings) and made two interim decisions. At year's end, two cases were pending. Details on the cases are presented in the Tribunal's annual report for 2006-2007 and its *Information Bulletins*, all available on the Tribunal's Web site at www.capprt-tcrpap.gc.ca.

The Tribunal has assessed promptness by looking at the time taken to issue reasons after a hearing, and the time required to process applications. The first of these indicators remains controversial for the Tribunal; an accurate assessment of the promptness of case processing arguably should take account of cases that are concluded without hearings. The Tribunal has decided to continue using this indicator for now, but it is re-evaluating it and may adjust it in the *Report on Plans and Priorities* for the coming planning period.

In the one case for which it issued reasons for a decision, the Tribunal took 29 days to issue its decision after the hearing, well within its target of 60. On the second indicator of promptness, the average time required to process applications, the Tribunal exceeded its target and significantly improved its performance over the average for the preceding 10 years. These results are set out in Table A.

Table A — Prompt processing of cases

Indicator	*Target*	*Results*
Average time to issue reasons for a decision after the hearing in all cases	Maximum of 60 calendar days	29 days
Average time to process all cases (from the date of receipt of the completed application to the date of the decision)	Maximum of 200 calendar days	73 days

The second aspect of this priority is high-quality processing of cases. This refers to the work of staff, in preparing cases and providing legal advice, and of members, in deliberating and making decisions.

The indicator that has been used is the proportion of Tribunal decisions that are upheld under judicial review. Pursuant to the *Status of the Artist Act*, a party may, under specific circumstances, challenge a Tribunal decision by requesting a judicial review by the Federal Court of Appeal.

The Tribunal readily acknowledges that this indicator is not ideal. The decision of a party to seek or not to seek judicial review may be unrelated to the quality of the decision. Moreover, the grounds for judicial review of a Tribunal decision are limited. The Federal Court of Appeal does not assess the correctness of the Tribunal's decisions; it will intervene only if the Tribunal has:

- Acted without or beyond its jurisdiction, or refused to exercise its jurisdiction;
- Failed to observe a principle of natural justice, procedural fairness or other procedure that it is required by law to observe; or
- Acted, or failed to act, by reason of fraud or perjured evidence.

Several labour boards and other administrative tribunals monitor and report on this statistic. Most have not established a target to achieve in this regard, however, and they do not relate this reporting to any evaluation of the quality of their work. The Tribunal will continue to look for alternatives to this indicator.

As indicated in Table B, the Tribunal has met its objectives for this indicator. To date, only three of the Tribunal's 86 interim and final decisions have been challenged in this manner. Two requests for judicial review were dismissed by the Federal Court of Appeal, one in 1998-1999 and one in 2004-2005. The third request was withdrawn.

Table B — High-quality processing of cases

Indicator	*Target*	*1996-2007*
Percentage of applications for judicial review that have been granted	Less than 50 percent	0 percent

Priority 2: Clients fully informed and assisted

The Tribunal has a responsibility to ensure that artists, artists' associations and producers are fully aware of their rights and responsibilities under the *Status of the Artist Act*. For parties to benefit from the *Act*, for negotiations to take place and for the long-term objectives of the *Act* to be realized, the parties must fully understand the legislation.

This priority has always been treated seriously, but its importance has become more pronounced recently, and accordingly it was the Tribunal's principal focus in 2006-2007. The Tribunal recognizes that it needs to improve its relationship with artists' associations and producers, especially in view of the potential impact on the work of the Tribunal of current developments in broadcasting and new media. Broadcasting is one of the principal areas of the Tribunal's jurisdiction, and the challenges of transformations in the broadcasting industry – mergers, changes of ownership, new technologies, and the weakening of traditional business models – for artists' associations and broadcasters require new efforts from the Tribunal to facilitate certification and negotiation under the *Act*.

Table C shows the targets for informing and assisting clients, and the results. The discrepancies between the targets and the results reflect the change in the Tribunal's priorities and strategy. It should also be noted that the indicators themselves are imperfect.

Two information bulletins were issued, rather than the target of three. Information bulletins are intended primarily to advise the public of developments in the Tribunal's core work of dealing with cases brought before it, and two information bulletins were sufficient to address the number of cases. A client survey to assess the quality of the information would have been of little significance, based on two bulletins, and so was not conducted.

The Tribunal's Web site was updated regularly to ensure that the information on it is timely and accurate. It was also significantly modified and reorganized, to emphasize the services that the Tribunal can make available to artists, artists' associations, and producers. In the first major step in what will eventually be a complete overhaul, the Web site now focuses visitors' attention on what the Tribunal can do for them and on how to do business with the Tribunal, with the information tailored according to whether the visitor is an artist, artists' association, or producer. Information about the *Status of the Artist Act* and answers to questions about its application and significance are now much more prominent. As the modifications on the website are recent, the client survey to assess the effectiveness of the Tribunal's website was not carried out.

The *Act* is still relatively recent and parties are still learning how to implement it, and this remains a principal communications objective of the Tribunal. Staff members have in the past held information sessions to clarify the obligations and rights of parties in bargaining under the *Act*, and to allow organizations to share their information and experiences with each other. The information sessions have been useful and well-received by clients.

Because information sessions were held within the last two years with both artists' associations and producers, presentations were not held in the course of 2006-2007. Rather, the Tribunal's Communications Branch put its emphasis on revising the communications strategy, focusing on how the Tribunal can be of service to artists, artists' associations and producers.

The Tribunal receives many inquiries from or on behalf of artists, artists' associations, and producers, concerning, for example, their rights and obligations under the *Status of the Artist Act* or whether their activities fall within the Tribunal's jurisdiction. The Tribunal has undertaken to respond to each request on a timely basis and to assist parties. Accordingly, a performance indicator for the communications function is accuracy and timeliness of responses to enquiries and requests for information.

The target is that enquiries and requests for information are dealt with within two working days, and that clients, as determined by survey, are satisfied. This indicator will be measured over several fiscal years, through a survey of client satisfaction.

Table C — Clients fully informed and assisted

Indicator	*Target*	*Results 2005–2006*	*Results 2006-2007*
Quality and timeliness of information bulletins	At least three information bulletins are issued annually. Clients are satisfied (as determined by client survey).	Two bulletins were issued. Clients were not surveyed.	Two bulletins were issued. Clients were not surveyed.
Quality of the Tribunal's Web site.	The Web site contains timely and accurate information and meets GOL (*Government On- Line*) standards. Clients are satisfied (as determined by client survey).	The Web site was made almost completely compliant with GOL standards and contains timely and accurate information. Clients were not surveyed	The Web site was significantly amended to focus on client service. Information is timely and accurate. Clients were not surveyed.
Success of information sessions for clients	Clients are satisfied, as determined by survey of attendees.	2/3 of respondents were pleased to very pleased with the information sessions.	N/A: information sessions were not held, because they had been held recently with all clients.
Accuracy and timeliness of responses to enquiries and requests for information.	Enquiries and requests for information are dealt with within two working days. Clients are satisfied (multi-year average determined by client survey).	Few enquiries or requests were received. Prompt and proper responses are ensured by managers and staff.	65% of enquiries and requests were dealt with within one working day. 85% were dealt with within two working days.

Other indicators of progress

Parties resolve differences themselves

The Tribunal also uses other indicators, over multi-year periods, to monitor the achievement of constructive professional relations in the cultural sector. One is the proportion of complaints that are resolved without the necessity of a hearing by the Tribunal. Joint resolution of issues fosters cooperation between artists and producers, and saves time and money for the parties and the Tribunal by reducing the need for costly hearings. Accordingly, the Tribunal encourages parties to resolve as many issues as possible jointly before proceeding to a hearing, and the parties frequently find that they can resolve all the issues jointly. The Tribunal Secretariat provides assistance, where appropriate, through investigation and mediation, and in 2006-2007 emphasized augmenting staff's knowledge and skills in the issues facing the arts sector, so that the staff members are better able to meet the needs of clients.

Table D shows the progress against this indicator. It should be noted that, as with many performance indicators, this is an approximate measure. Parties will withdraw complaints for various reasons. For example, sometimes the filing of a complaint will in itself bring the parties together to resolve the issue without any intervention of the Tribunal.

Negotiations of scale agreements

The negotiation of scale agreements is another indicator of constructive professional relations. Again, this is an approximate measure. The Tribunal can facilitate negotiations by granting certification, providing information about the *Act*'s provisions for negotiations, and dealing with complaints of failure to bargain in good faith. It has little influence, however, over whether the parties actually pursue negotiations after certification, or over the results of such negotiations. Moreover, because there is no provision for first contract arbitration in the legislation, parties may be involved in bargaining for years without ever concluding an agreement. As was noted in Section 1, a legislative amendment would help to rectify this deficiency. Until that happens, we are likely to continue to see large numbers of outstanding notices to bargain.

With respect to the negotiation of scale agreements, a lot has been accomplished, if less than hoped for, as shown in Table D. Thirty-five percent of certified artists' associations have negotiated a new scale agreement within 5 years of certification, compared to the expected target of 80 percent. An additional 23 percent have negotiated a new agreement after the five-year target period. Sixty-two percent of certified artists' associations have at least one outstanding notice to bargain a new agreement.

Table D — Constructive professional relations

Indicator	*Target*	*Results 1998–2007*
Percentage of complaints resolved without a hearing	At least 50% of all complaints are resolved without a hearing.	54% were resolved without a hearing.
Proportion of certified artists' associations with a first agreement within five years of certification.	A minimum of 80% of certified artists' associations negotiated at least one new scale agreement within five years of being certified.	35% have negotiated at least one new scale agreement within five years of certification. Another 23% have negotiated a new scale agreement more than five years after certification.

Financial Management and Leadership

As in previous years, the Tribunal used outsourcing and cost-saving agreements for many services not required on a full-time basis. For example, since the beginning of its operations, the Tribunal has contracted with the Department of Canadian Heritage for human resources services and with Industry Canada for informatics, security and mail services. It has arrangements with two other federal labour boards to use their hearing rooms and library services. It also contracts for the services of a financial analyst. It continues to select multi-skilled, flexible staff capable of handling a wide variety of responsibilities. The Tribunal members are part-time appointees. This is economically efficient on the whole, as they are called on and paid only as needed, although it can make scheduling more difficult. All Tribunal members are currently bilingual, which facilitates scheduling. The agency continues to share accommodation and administrative and financial services with the Environmental Protection Review Committee (EPRC), thereby lowering the overall costs to the government.

Continued efficiencies

The cost of many of these agreements and services increased from the previous year, along with costs for assets and supplies such as software licences and informatics hardware. As a result, the Tribunal's expenditures increased from the previous year by some $259,000.

In order to improve its operational efficiency as well as its capability to measure performance, the Tribunal has continued to modernize and refine its case management database over the course of 2006-2007.

The Tribunal continued to develop its management practices, working in a cluster group with three other small quasi-judicial agencies, the Competition Tribunal, the Copyright Board and the Transportation Appeal Tribunal. The cluster group focused on the implementation of the new *Public Service Modernization Act*, particularly on developing an Informal Conflict Management System, and preparing for the Management Accountability Framework Assessment scheduled for the fall of 2007.

Leadership and management: striving for continuous quality improvement

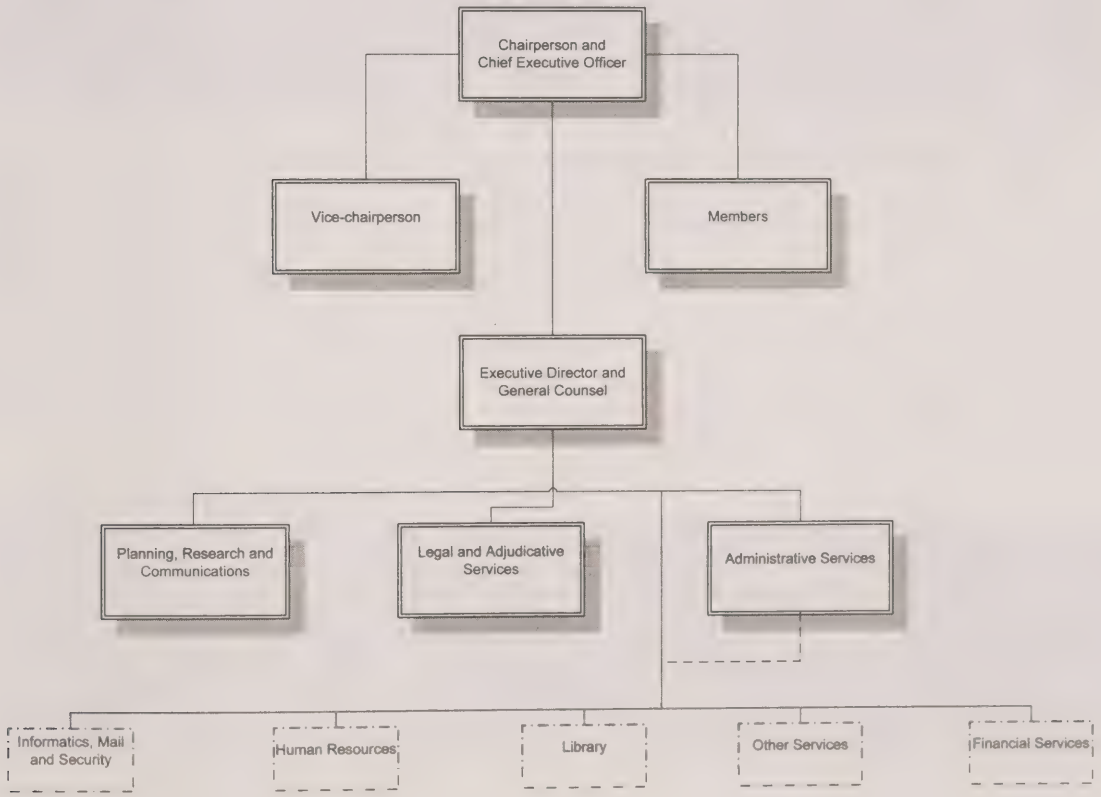
SECTION III – SUPPLEMENTARY INFORMATION

Organizational Information

The Tribunal is currently composed of a chairperson (who is also the chief executive officer), a vice-chairperson and two other members. Members are appointed by the Governor in Council. All four members are part-time appointees.

The executive director and general counsel heads the Tribunal Secretariat and reports to the chairperson. Ten staff members (when the Secretariat is fully staffed) carry out the functions of legal counsel, registrar, planning, research, communications, and administrative services. The Tribunal outsources some standard corporate services that are not required full time, such as informatics and human resources. Figure 2 illustrates the Tribunal's organizational structure.

Figure 2. Organization Chart



Services provided on contract or by other arrangements (Please see Section II, Financial Management and Comptrollership, for more detail)

Contact for Further Information

Canadian Artists and Producers Professional Relations Tribunal
240 Sparks Street, 1st Floor West
Ottawa, Ontario K1A 1A1

Telephone: (613) 996-4052 or 1-800-263-2787
Fax: (613) 947-4125
E-mail: info@capprt-tcrpap.gc.ca

Web site: www.capprt-tcrpap.gc.ca

Legislation Administered and Associated Regulations

An Act respecting the status of the artist and professional relations between artists and producers in Canada (Short Title: *Status of the Artist Act)*	S.C. 1992, c.33, as amended
Status of the Artist Act Professional Category Regulations	SOR 99/191
Canadian Artists and Producers Professional Relations Tribunal Procedural Regulations	SOR/2003-343

Table 1: Comparison of Planned to Actual Spending (including FTEs)

($ thousands)	2004–05 Actual	2005-06 Actual	2006–2007 Main Estimates	Planned Spending	Total Authorities	Total Actuals
Processing of cases	1,430	1,086	1,929	1,929	1,900	1,341
Total	1,430	1,086	1,929	1,929	1,900	1,341
Less: Non-respendable revenue						
Plus: Cost of services received without charge*	389	397	405	405	405	405
Total Departmental Spending	1,819	1,483	2,334	2,334	2,305	1,746
Full-time Equivalents	10	10		10		10

*Details are shown in Table 4

Table 2: Resources by Program Activity

($ 000s) Program Activity	2006-2007 Budgetary Operating	Budgetary Total: Gross Budgetary Expenditures	Total: Net Budgetary Expenditures	Total
Processing of cases				
Main Estimates	1,929	1,929	1,929	1,929
Planned Spending	1,929	1,929	1,929	1,929
Total Authorities	1,900	1,900	1,900	1,900
Actual Spending	1,341	1,341	1,341	1,341

Table 3: Voted and Statutory Items

($ 000s) Vote or Statutory Item	Truncated Vote or Statutory Wording	2006–07 Main Estimates	Planned Spending	Total Authorities	Total Actuals
15	Operating expenditures	1,757	1,757	1,773	1,214
(S)	Contributions to employee benefit plans	172	172	127	127
	Total	1,929	1,929	1,900	1,341

Table 4: Services Received Without Charge

($ 000s)	2006–2007 Actual Spending
Accommodation provided by Public Works and Government Services Canada	333
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds)	72
Salary and associated expenditures of legal services provided by the Department of Justice Canada	0
Total 2006–2007 Services received without charge	405

APPENDIX – FINANCIAL STATEMENTS

CANADIAN ARTISTS AND PRODUCERS PROFESSIONAL RELATIONS TRIBUNAL

Statement of Management Responsibility

Responsibility for the integrity and objectivity of the accompanying financial statements of the Canadian Artists and Producers Professional Relations Tribunal (Tribunal) for the year ended March 31, 2007 and all information contained in these statements rests with the Tribunal's management. These financial statements have been prepared by management in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the Tribunal's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the Tribunal's *Departmental Performance Report* is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act,* are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the Tribunal.

The financial statements of the Tribunal have not been audited.

Peter Annis
Chairperson and Chief Executive Officer

Diane Chartrand
Senior Financial Officer

Ottawa, Canada
Date: August 14, 2007

CANADIAN ARTISTS AND PRODUCERS PROFESSIONAL RELATIONS TRIBUNAL

Statement of Operations *(unaudited)*

For the Year Ended March 31

(in dollars)

	2007	2006
Expenses		
Processing of applications		
salaries and employee benefits	$ 968,681	$ 901,062
accommodation	332,960	329,616
professional and special services	218,018	144,345
transportation and telecommunications	74,925	74,845
utilities, materials and supplies	35,070	12,729
rentals	20,351	24,402
repair and maintenance	19,516	3,121
information	14,103	13,861
amortization of tangible capital assets	11,034	29,304
Net cost of operations	$ 1,694,658	$ 1,533,285

The accompanying notes are an integral part of these financial statements.

CANADIAN ARTISTS AND PRODUCERS PROFESSIONAL RELATIONS TRIBUNAL

Statement of Financial Position *(Unaudited)*

At March 31

(in dollars)

	2007	2006
ssets		
nancial assets		
Accounts receivable and advances (Note 4)	$ $90,069	$ 184,015
Total financial assets	90,069	184,015
on-financial assets		
Tangible capital assets (Note 5)	39,253	20,041
Total non-financial assets	$ 39,253	$ 20,041
OTAL	$ 129,322	$ 204,056
abilities		
Accounts payable and accrued liabilities	$ 92,945	$ 66,168
Vacation pay and compensatory leave	33,767	38,474
Employee severance benefits (Note 6)	115,354	158,426
Total liabilities	$ 242,066	$ 263,068
uity of Canada	(112,744)	(59,012)
OTAL	$ 129,322	$ 204,056

e accompanying notes are an integral part of these financial statements.

CANADIAN ARTISTS AND PRODUCERS PROFESSIONAL RELATIONS TRIBUNAL

Statement of Equity of Canada *(unaudited)*

At March 31

(in dollars)

	2007	2006
Equity of Canada, beginning of year	(59,012)	(162,131)
Net cost of operations	(1,694,658)	(1,533,285)
Current year appropriations used (Note 3)	1,340,909	1,086,144
Change in net position in the Consolidated Revenue Fund (Note 3)	(105,423)	155,524
Services provided without charge by other Government departments (Note 7)	405,440	394,736
Equity of Canada, end of year	(112,744)	(59,012

The accompanying notes are an integral part of these financial statements.

CANADIAN ARTISTS AND PRODUCERS PROFESSIONAL RELATIONS TRIBUNAL

Statement of Cash Flow (unaudited)
For the Year Ended March 31
(in dollars)

	2007	2006
Operating Activities		
Net cost of operations	$ 1,694,658	$ 1,533,285
Non-cash items:		
Amortization of tangible capital assets (Note 5)	(11,034)	(29,304)
Services provided without charge by other government departments (Note 7)	(405,440)	(394,736)
Variations in Statement of Financial Position		
Increase (decrease) in accounts receivable and advances	(93,946)	128,241
Decrease (increase) in liabilities	21,002	4,182
Cash used by operating activities	$ 1,205,240	$ 1,241,668
Capital investment activities		
Acquisitions of tangible capital assets	30,246	-
Cash used by capital investment activities	30,246	-
Financing activities		
Net cash provided by Government of Canada	$ (1,235,486)	$ (1,241,668)

The accompanying notes are an integral part of these financial statements.

CANADIAN ARTISTS AND PRODUCERS PROFESSIONAL RELATIONS TRIBUNAL

Notes to the Financial Statements (unaudited)

1. Authority and Objectives

The Canadian Artists and Producers Professional Relations Tribunal (Tribunal) is the independent, quasi-judicial adjudicative tribunal created in 1993 by the *Status of the Artist Act*. Its mandate is to define the sectors of cultural activity subject to federal jurisdiction that are suitable for collective bargaining, to certify artists' associations to represent independent entrepreneurs working in these sectors, to hear and decide complaints of unfair practices filed by artists, artists' associations and producers, and, to prescribe appropriate remedies for contraventions of the *Status of the Artist Act*.

2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Significant accounting policies are as follows:

(a) Parliamentary appropriations

The Tribunal is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the Tribunal do not parallel financial reporting according to Canadian generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the two bases of reporting.

(b) Net cash provided by Government

The Tribunal operates within the Consolidated Revenue Fund (CRF) which is administered by the Receiver General for Canada. All cash received by the Tribunal is deposited to the CRF and all cash disbursements made by the Tribunal are paid from the CRF. Net cash provided by government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund

The change is the difference between the net cash provided by Government and appropriations used in a year. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(unaudited)

(d) Expenses

Expenses are recorded on the accrual basis:

- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.
- Services provided without charge by other government departments for accommodation and the employer's contribution to the health and dental insurance plans are recorded as operating expenses at their estimated cost.

(e) Employee future benefits

I. Pension benefits: Eligible employees participate in the Public Service Pension Plan, a multiemployer plan administered by the Government of Canada. The Tribunal's contributions to the Plan are charged to expenses in the year incurred and represent the total Tribunal obligation to the Plan. Current legislation does not require the Tribunal to make contributions for any actuarial deficiencies of the Plan.

II. Severance benefits: Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(f) Accounts receivable and advances

Accounts receivable and advances are stated at amounts expected to be ultimately realized; a provision is made for receivables where recovery is considered uncertain.

(g) Tangible capital assets

All tangible capital assets and leasehold improvements having an initial cost of $3,000 or more are recorded at their acquisition cost. The Tribunal does not capitalize intangibles, works of art and historical treasures that have cultural, aesthetic or historical value, assets located on Indian Reserves and museum collections.

Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset as follows:

Asset Class	Amortization Period
Informatics hardware	3 years
Other equipment	5 years

(unaudited)

(h) Measurement uncertainty

The preparation of these financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary appropriations

The Tribunal receives its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Tribunal has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year appropriations used:

	2007	2006
	(in dollars)	
Net cost of operations	1,694.658	1,533,285
Adjustments for items affecting net cost of operations but not affecting appropriations		
Add (Less):		
Services provided without charge by other government departments	(405,440)	(394,736)
Amortization of tangible capital assets	(11,034)	(29,304)
Decrease (Increase) in employee severance benefits liability	43,072	(28,041)
Decrease in vacation pay and compensatory leave liability	4,707	3,981
Other	(15,300)	959
	1,310,663	1,086,144
Adjustments for items not affecting net cost of operations but affecting appropriations		
Add: Tangible capital assets acquisitions	30,246	
Current year appropriations used	1,340,909	1,086,144

(unaudited)

(b) Appropriations provided and used

	Appropriations Provided	
	2007	2006
	(in dollars)	
Vote 20 - Operating expenditures	1,773,000	1,665,000
Statutory amounts	126,830	128,880
Less:		
Lapsed appropriations: Operating	(558,921)	(707,736
Current year appropriations used	1,340,909	1,086,144

(c) Reconciliation of net cash provided by Government to current year appropriations used

	2007	2006
	(in dollars)	
Net cash provided by Government	1,235,486	1,241,668
Change in net position in the Consolidated Revenue Fund		
Decrease (increase) in accounts receivable and advances	93,946	(128,241)
Increase (decrease) in accounts payable and accrued liabilities	26,777	(28,243)
Other adjustments	(15,300)	960
	105,423	(155,524)
Current year appropriations used	1,340,909	1,086,144

4. Accounts Receivable and Advances

The following table presents details of accounts receivable and advances:

	2007	2006
	(in dollars)	
Receivables from other Federal Government departments and agencies	87,051	180,997
Receivables from external parties	2,218	2,218
Employee advances	800	800
Total	90,069	184,015

(unaudited)

5. Tangible Capital Assets

	Cost			
	Opening balance	Acquisitions	Disposals and write-offs	Closing balance
Capital asset class				
Informatics hardware	186,670	22,430		209,100
Other equipment	75,391	7,816		83,207
Total	262,061	30,246	-	292,307

	Accumulated amortization			
	Opening balance	Amortization	Disposals and write-offs	Closing balance
Capital asset class				
Informatics hardware	186,670			186,670
Other equipment	55,349	11,034		66,383
Total	242,019	11,034	-	253,053

	Net Book Value	
	2007	2006
Informatics hardware	22,430	-
other equipment	16,823	20,042
Total	39,253	20,042

Amortization expense for the year ended March 31, 2007 is $11,034 (2006 is $29,304).

6. Employee benefits

a) Pension benefits

The Tribunal's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Quebec Pension Plans benefits and they are indexed to inflation.

Both the employees and the Tribunal contribute to the cost of the Plan. The 2006-07 expense amounts to $126,830 ($95,371 in 2005-06) which represents approximately 2.2 times (2.6 times in 2005-06) the contributions by employees.

The Tribunal's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(unaudited)

b) Severance benefits

The Tribunal provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March, is as follows:

	2007	2006
	(in dollars)	
Accrued benefit obligation, beginning of the year	158,426	130,385
Expense for the year	(43,072)	28,041
Benefits paid during the year	-	-
Accrued benefit obligation, end of the year	115,354	158,426

7. Related party transactions

The Tribunal is related as a result of common ownership to all Government of Canada departments, agencies and Crown Corporations. The Tribunal enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the Tribunal received services which were obtained without charge from other Government departments as presented in part (a).

a) Services provided without charge:

During the year, the Tribunal received without charge from other government departments, accommodation and the employer's contribution to the health and dental insurance plans. These services without charge have been recognized in the Tribunal's Statement of Operations as follows:

	2007	2006
	(in dollars)	
Accommodation	332,960	329,616
Employer's contribution to the health and dental insurance plans	72,480	65,120
Total	405,440	394,736

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The cost of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada, are not included as an expense in the Tribunal's Statement of Operations.

b) Payables outstanding at year-end with related parties:

	2007	2006
	(in dollars)	
Accounts payable to other government departments and agencies	24,864	12,052

(non vérifié)

a) Services fournis à titre gracieux :

Au cours de l'exercice, le Tribunal a reçu des services fournis à titre gracieux par d'autres ministères pour ce qui est des locaux et des cotisations de l'employeur aux régimes de soins de santé et de soins dentaires. Voici les services fournis à titre gracieux qui ont été reconnus dans l'État des résultats du Tribunal :

	2007	2006
	(en dollars)	
Locaux	332 960	329 616
Parts de l'employeur pour les primes d'assurance relatives aux soins de santé	72 480	65 120
Total	405 440	394 736

Le gouvernement a structuré certaines de ses activités administratives de manière à optimiser l'efficience et l'efficacité. Un ministère mène certaines activités au nom de tous sans frais. Le coût de ces activités, qui comprennent notamment les services de paye et de distribution des chèques offerts par Travaux publics et Services gouvernementaux Canada, ne figure pas à titre de dépense dans l'État des résultats du Tribunal.

b) Compte créditeurs non réglés en fin d'exercice

	2007	2006
	(en dollars)	
Comptes créditeurs auprès d'autres ministères et organisme gouvernementaux	24 864	12 052

(non vérifié)

6. Avantages sociaux des employés

a) Cotisations aux régimes de retraite

Les employés du Tribunal participent au Régime de retraite de la fonction publique, qui est parrainé et administré par le gouvernement du Canada. Les prestations de retraite s'accumulent jusqu'à un maximum de 35 ans à un taux de 2 p. 100 par année de service ouvrant droit à pension, multiplié par la moyenne des revenus des cinq meilleures années consécutives. Les prestations sont intégrées au Régime de pensions du Canada/Régime des rentes du Québec et indexées à l'inflation.

Les employés et le Ministère contribuent au coût du Régime. Les dépenses pour 2006-2007 s'élèvent à 126 830 $ (95 371 $ en 2005-2006), ce qui représente environ 2,2 fois les cotisations des employés (2,6 fois en 2005-2006).

La responsabilité du Tribunal à l'égard du Régime se limite à ses cotisations. Les excédents et déficits actuariels sont comptabilisés aux états financiers du gouvernement du Canada, à titre de parrain du régime.

b) Prestations de départ des employés

Le Tribunal verse des prestations de départ à ses employés en fonction de l'admissibilité, des années de service et du salaire final. Ces indemnités ne sont pas préfinancées. Elles seront payées à même les crédits futurs. Voici les données concernant les prestations de départ en mars :

	2007	2006
	(en dollars)	
Obligation liées aux prestations accumulées, début de l'exercice	158 426	130 385
Coût pour l'exercice	(43 072)	28 041
Obligation liées aux prestations accumulées, fin de l'exercice	115 354	158 426

7. Opérations entre apparentés

En vertu du principe de propriété commune, le Tribunal est apparenté à tous les ministères, organismes et sociétés d'État du gouvernement du Canada. Le Tribunal effectue des transactions avec ces entités dans le cours normal de ses activités et à des conditions commerciales normales. De plus, au cours de l'exercice, le Tribunal a reçu des services fournis à titre gracieux par d'autres ministères, tel que présenté à la partie (a).

(non vérifié)

4. Comptes débiteurs et avances

Le tableau qui suit montre le détail des comptes débiteurs et des avances :

	2007	2006
	(en dollars)	
Comptes débiteurs des autres organismes et ministères fédéraux	87 051	180 997
Comptes débiteurs de tiers	2 218	2 218
Prêts en cours auprès des employés	800	800
Total	90 069	184 015

5. Immobilisations matérielles

	Coût			
Catégorie d'immobilisations	**Solde d'ouverture**	**Acquisitions**	**Cessions et radiations**	**Solde de fermeture**
Matériel informatique	186 670	22 430		209 100
Autres équipements	75 391	7 816		83 207
Total	262 061	30 246	-	292 307

	Amortissement cumulé			
	Solde d'ouver-ture	**Acquisitions**	**Cessions et radiations**	**Solde de fermeture**
Matériel informatique	186 670			186 670
Autres équipements	55 349	11 034		66 383
Total	242 019	11 034	-	253 053

	Valeur comptable nette	
	2007	**2006**
Matériel informatique	22 430	-
Autres équipements	16 823	20 042
Total	39 253	20 042

Les dépenses d'amortissement pour l'exercice se terminant le 31 mars 2007 se chiffrent à 11 034$ (29 304 $ pour 2006).

(non vérifié)

(a) Rapprochement du coût de fonctionnement net par rapport aux crédits utilisés de l'exercice en cours :

	2007	2006
	(en dollars)	
Coût de fonctionnement net	1 694 658	1 533 285
Rajustements pour les postes influent sur le coût de fonctionnement net, mais non sur les crédits		
Ajouter (soustraire) :		
Services fournis à titre gracieux par d'autres ministères	(405 440)	(394 736)
Amortissement des immobilisations matérielles	(11 034)	(29 304)
Diminution (augmentation) du passif relatif aux prestations de départ des employés	43 072	(28 041)
Diminution du passif relatif aux indemnités de vacances et de congé compensatoire	4 707	3 981
Autres	(15 300)	959
	1 310 663	1 086 144
Rajustements pour les postes sans incidence sur le coût de fonctionnement net, mais ayant une incidence sur les crédits		
Ajouter : Acquisition des immobilisations matérielles	30 246	-
Crédits de l'exercice utilisés	1 340 909	1 086 144

(b) Crédits fournis et utilisés

	Crédits fournis	
	2007	2006
	(en dollars)	
Crédit 20 – Dépenses de fonctionnement	1 773 000	1 665 000 $
Montants statutaires	126 830	128 880
Moins :		
Crédits périmés : fonctionnement	(558 921)	(707 736)
Crédits de l'exercice utilisés	1 340 909	1 086 144 $

(c) Rapprochement des liquidités nettes fournies par le gouvernement et des crédits de l'exercice utilisés

	2007	2006
	(en dollars)	
Liquidités nettes fournies par le gouvernement	1 235 486	1 241 668 $
Variation de la position nette au Trésor		
Diminution (augmentation) dans les comptes débiteurs et les avances	93 946	(128 241)
Diminution (augmentation) dans les comptes créditeurs et les dépenses à payer	26 777	(28 243)
Autres ajustements	(15 300)	960
	105 423	(155 524)
Crédits de l'exercice utilisés	1 340 909	1 086 144

(non vérifié)

(g) Immobilisations matérielles

Les immobilisations matérielles et améliorations locatives dont le coût initial est d'au moins 3 000 $ sont comptabilisées au coût de l'acquisition. Le Tribunal ne capitalise pas les actifs incorporels, les œuvres d'art ou les trésors historiques ayant une valeur culturelle, esthétique ou historique, les actifs qui se situent sur les réserves indiennes et les collections muséologiques.

Les immobilisations matérielles sont amorties selon la méthode linéaire sur la durée utile estimative du bien de la façon suivante :

Catégorie d'élément actif	Période d'amortissement
Équipement informatique	3 ans
Autre équipement	5 ans

(h) Incertitude de l'évaluation

La préparation des présents états financiers conformément aux directives comptables du Conseil du Trésor, qui sont conformes aux principes comptables généralement reconnus au Canada pour le secteur public, oblige la direction à effectuer des évaluations et à retenir des hypothèses qui influent sur les éléments d'actif et de passif, les recettes et les dépenses consignées aux états financiers. Au moment d'établir les états financiers, la direction jugeait raisonnable les estimations et les hypothèses. Les postes les plus importants où des estimations sont utilisées sont le passif lié aux indemnités de départ des employés et la durée utile des immobilisations matérielles. Les résultats réels pourraient diverger considérablement de ces estimations. La direction revoit périodiquement ses estimations et si des rajustements s'avèrent nécessaires, ils sont portés aux états financiers de l'exercice où ils sont reconnus.

3. Crédits parlementaires

Le Tribunal reçoit son financement par des crédits parlementaires annuels. Les postes reconnus dans l'État des résultats et dans l'État de la situation financière d'un exercice donné peuvent être financés par des crédits parlementaires des exercices précédents, de l'exercice actuel ou des exercices ultérieurs. Par conséquent, pour un exercice donné, le Tribunal affiche des résultats nets différents que s'il effectuait une comptabilité d'exercice. Le rapprochement des différences est illustré dans les tableaux suivants :

(c) Variation de la position nette au Trésor

La variation est la différence entre les liquidités nettes fournies par le gouvernement et les crédits utilisés au cours d'un exercice. Cette variation découle du délai entre le moment où une transaction se répercute sur les crédits parlementaires et le moment où elle est traitée par l'entremise du Trésor.

(d) Dépenses

Les dépenses sont comptabilisées selon la méthode de la comptabilité d'exercice :

- Les indemnités de congé annuel et les congés compensatoires sont portées aux dépenses au fur et à mesure qu'ils sont accumulés par les employés en vertu de leurs conditions d'emploi respectives.

- Les services fournis à titre gracieux par d'autres ministères pour les locaux, les cotisations de l'employeur aux régimes de soins de santé et de soins dentaires sont comptabilisés à titre de dépenses de fonctionnement à leur coût estimatif.

(e) Prestations futures des employés

I. Cotisations aux régimes de retraite : Les employés admissibles participent au Régime de retraite de la fonction publique, un régime interentreprises administré par le gouvernement du Canada. Les cotisations du Tribunal au Régime sont portées aux dépenses au cours de l'exercice courant et représentent l'obligation totale du Tribunal envers le Régime. La Loi actuelle n'oblige pas le Tribunal à verser des cotisations pour toute insuffisance actuarielle du Régime.

II. Prestations de départ : Les employés ont droit à des prestations de départ en vertu des conditions d'emploi ou conventions collectives. Ces prestations de départ s'accumulent au fur et à mesure que les employés rendent les services nécessaires pour les acquérir. L'obligation liée aux prestations acquises par les employés est calculée à l'aide de l'information dérivée des résultats du calcul du passif actuariel de l'ensemble du gouvernement à l'égard des prestations de départ des employés.

(f) Comptes débiteurs et avances

Les comptes débiteurs et les avances sont comptabilisés selon les montants que l'on prévoit réaliser; une provision est constituée pour les débiteurs dont le recouvrement est incertain.

TRIBUNAL CANADIEN DES RELATIONS PROFESSIONNELLES ARTISTES-PRODUCTEURS

Notes des états financiers (non vérifiés)

1. Pouvoirs et objectifs

Le Tribunal canadien des relations professionnelles artistes-producteurs (TCRPAP) est le Tribunal indépendant quasi judiciaire créé en 1993 en vertu de la *Loi sur le statut de l'artiste*. Son mandat consiste à définir les secteurs d'activités culturelles relevant de la compétence fédérale qui sont appropriés aux fins de la négociation, à accréditer des associations d'artistes pour représenter les entrepreneurs indépendants travaillant dans ces secteurs, à statuer sur les plaintes de pratiques déloyales déposées par les artistes, les associations d'artistes et les producteurs, et à prescrire les redressements qu'il juge indiqués à l'égard de toute violation à la *Loi*.

2. Sommaire des principales conventions comptables

Les états financiers ont été préparés conformément aux politiques sur la comptabilité du Conseil du Trésor, qui respectent les principes comptables généralement reconnus au Canada pour le secteur public.

Voici les principales conventions comptables :

(a) Crédits parlementaires

Le Tribunal canadien des relations professionnelles artistes-producteurs est financé par des crédits parlementaires du gouvernement du Canada. C'est pourquoi les états financiers ne sont pas présentés conformément aux principes comptables généralement reconnus, puisque ces crédits sont, dans une large mesure, fondés sur les besoins de trésorerie. Ainsi, les postes consignés dans l'État des résultats et dans l'État de la situation financière ne sont pas nécessairement les mêmes que ceux financés au moyen de crédits parlementaires. La Note 3 fournit un rapprochement de haut niveau entre ces méthodes de rapport

(b) Liquidités nettes fournies par le gouvernement

Le Tribunal fonctionne à l'intérieur du cadre fixé par le Trésor, administré par le Receveur général du Canada. Toutes les rentrées de fonds du Tribunal sont déposées au Trésor et toutes ses sorties de fonds sont payées à même le Trésor. Les liquidités nettes fournies par le gouvernement sont la différence entre le total des rentrées et le total des sorties de fonds, y compris celles découlant des opérations entre ministères et organismes fédéraux.

TRIBUNAL CANADIEN DES RELATIONS PROFESSIONNELLES ARTISTES-PRODUCTEURS

État des flux de trésorerie *(non vérifié)*
Pour l'exercice se terminant le 31 mars
(en dollars)

	2007	2006
Activités de fonctionnement		
Coût de fonctionnement net	1 694 658 $	1 533 285 $
Postes sans incidence sur l'encaisse		
Amortissement des immobilisations matérielles (note 5)	(11 034)	(29 304)
Services fournis à titre gracieux par d'autres ministères (note 7)	(405 440)	(394 736)
Variations dans l'État de la situation financière		
Augmentation (diminution) dans les comptes débiteurs et les avances	(93 946)	128 241
Diminution (augmentation) dans le passif	21 002	4 182
Liquidités utilisées pour les activités de fonctionnement	1 205 240 $	1 241 668 $
Activités d'investissement en immobilisation		
Acquisition des immobilisations matérielles	30 246	-
Liquidités utilisées en fonction des activités d'investissement en immobilisation	30 246	-
Activités de financement		
Liquidités nettes fournies par le gouvernement du Canada	(1 235 486) $	(1 241 668) $

Les notes complémentaires font partie intégrante des états financiers.

TRIBUNAL CANADIEN DES RELATIONS PROFESSIONNELLES ARTISTES-PRODUCTEURS

État de l'avoir du Canada *(non vérifié)*

au 31 mars

(en dollars)

	2007	2006
Avoir du Canada en début d'exercice	(59 012)	(162 13
Coût de fonctionnement net	(1 694 658)	(1 533 28
Crédits de l'exercice utilisés (note 3)	1 340 909	1 086 14
Variation de la position nette au Trésor (note 3)	(105 423)	155 52
Services fournis à titre gracieux par d'autres ministères (note 7)	405 440	394 73
Avoir du Canada en fin d'exercice	(112 744)	(59 01

Les notes complémentaires font partie intégrante des états financiers.

TRIBUNAL CANADIEN DES RELATIONS PROFESSIONNELLES ARTISTES-PRODUCTEURS

État de la situation financière *(non vérifié)*

au 31 mars

(en dollars)

	2007	2006
:tif		
:tif financier		
Comptes débiteurs et prêts en cours (note 4)	90 069 $	184 015 $
Total de l'actif financier	90 069	184 015
:tif non financier		
Immobilisations matérielles (note 5)	39 253	20 041
Total de l'actif non financier	39 253 $	20 041 $
)TAL	129 322 $	204 056 $
ıssif		
Comptes créditeurs et avances	92 945 $	66 168 $
Indemnités de vacances et congés compensatoires	33 767	38 474
Prestations de départ des employés (note 6)	115 354	158 426
Total du passif	242 066 $	263 068 $
voir du Canada	(112 744)	(59 012)
)TAL	129 322 $	204 056 $

s notes complémentaires font partie intégrante des états financiers.

TRIBUNAL CANADIEN DES RELATIONS PROFESSIONNELLES ARTISTES-PRODUCTEURS

État des résultats *(non vérifié)*

Pour l'exercice se terminant le 31 mars

(en dollars)

	2007	2006
Dépenses		
Traitement des demandes		
Salaires et avantages sociaux	968 681 $	901 062 $
Locaux	332 960	329 616
Services professionnels ou spéciaux	218 018	144 345
Transport et télécommunications	74 925	74 845
Services publics et fournitures	35 070	12 729
Location	20 351	24 402
Réparations et entretien	19 516	3 121
Information	14 103	13 861
Amortissement des immobilisations matérielles	11 034	29 304
Coût de fonctionnement net	1 694 658	1 533 285$

Les notes complémentaires font partie intégrante des états financiers.

APPENDICE – ÉTATS FINANCIERS

PROFESSIONNELLES ARTISTES-PRODUCTEURS
Responsabilité de la direction

La responsabilité de l'intégrité et de l'objectivité des états financiers ci-joints du Tribunal canadien des relations professionnelles artistes-producteurs (Tribunal) pour l'exercice terminé le 31 mars 2007 et de l'information qui y figure appartient à la direction du Tribunal. Les états financiers ont été préparés par la direction, conformément aux politiques sur la comptabilité du Conseil du Trésor, qui respectent les principes comptables généralement reconnus au Canada pour le secteur public.

La direction est responsable de l'intégrité et de l'objectivité de l'information qui figure dans ces états financiers. Une partie de l'information mentionnée dans les états financiers est fondée sur les évaluations et le jugement de la direction, au meilleur de sa connaissance, et tient dûment compte des critères d'importance. Pour s'acquitter de ses responsabilités en matière de comptabilité et de rapports, la direction tient à jour un ensemble de comptes offrant un tableau centralisé des opérations financières du Tribunal. L'information financière transmise aux Comptes publics du Canada et figurant dans le Rapport sur le rendement du Tribunal est conforme aux présents états financiers.

La direction tient à jour un système de gestion financière et des contrôles internes conçus pour lui offrir une garantie raisonnable que l'information financière est fiable, que les éléments d'actif sont protégés et que les opérations sont effectuées dans le respect de la *Loi sur la gestion des finances publiques* et de la réglementation applicable, dans les limites des autorisations parlementaires, et sont dûment consignées pour maintenir la reddition de comptes à l'égard des fonds du gouvernement. La direction s'efforce en outre de garantir l'intégrité et l'objectivité des données de ses états financiers par la sélection, la formation et le perfectionnement d'un personnel qualifié, par une organisation garantissant une répartition appropriée des responsabilités et par des programmes de communication visant à faire en sorte que les règlements, les politiques, les normes et les pouvoirs de la direction soient connus et compris dans l'ensemble de l'organisation.

Les états financiers du Tribunal n'ont pas été vérifiés.

Peter Annis
Président et premier dirigeant

Diane Chartrand
Agente financière principale

Ottawa, Canada
Date : Le 14 août 2007

Tableau 4 – Services reçus à titre gracieux

	2006-2007
Locaux fournis par Travaux publics et Services gouvernementaux Canada	333
Contributions de l'employeur aux primes du régime d'assurance des employés et dépenses payées par le Secrétariat du Conseil du Trésor du Canada (à l'exception des fonds renouvelables)	72
Traitements et dépenses connexes liés aux services juridiques fournis par le ministère de la Justice Canada	0
Total des services reçus à titre gracieux en 2006-2007	405

Tableau 1 – Comparaison des dépenses prévues et des dépenses réelles (équivalents temps plein compris)

(en milliers de $)	2004–05 Dépenses réelles	2005-06 Dépenses réelles	2006–2007			
			Budget principal	Dépenses prévues	Total des autorisations	Dépenses réelles
Traitement des dossiers	1 430	1 086	1 929	1 929	1 900	1 341
Total	1 430	1 086	1 929	1 929	1 900	1 341
Moins : revenus non disponibles						
Plus : Coût des services reçus à titre gracieux*	389	397	405	405	405	405
Coût net pour le Tribunal	1 819	1 483	2 334	2 334	2 305	1 746
Équivalents temps plein	10	10		10		10

* Le tableau 4 donne les détails.

Tableau 2 – Ressources par activité de programme

2006-2007				
($ 000s)	Budgétaire			Total
Activité de programme	Fonctionnement	Total : Dépenses budgétaires brutes	Total : Dépenses budgétaires nettes	
Traitement des dossiers				
Budget principal	1 929	1 929	1 929	1 929
Dépenses prévues	1 929	1 929	1 929	1 929
Total des autorisations	1 900	1 900	1 900	1 900
Dépenses réelles	1 341	1 341	1 341	1 341

Tableau 3 – Postes votés et législatifs

($ 000s)		2006–07			
Poste voté ou législatif	Libellé tronqué du poste voté ou législatif	Budget principal	Dépenses prévues	Total des autorisations	Dépenses réelles
15	Dépenses de fonctionnement	1 757	1 757	1 773	1 214
(S)	Contributions aux avantages sociaux des employés	172	172	127	127
	Total	1 929	1 929	1 900	1 341

Pour obtenir des renseignements supplémentaires

Tribunal canadien des relations professionnelles artistes-producteurs
240, rue Sparks, 1er étage Ouest
Ottawa (Ontario) K1A 1A1

Téléphone : (613) 996-4052 ou 1-800-263-2787
Télécopieur : (613) 947-4125
Courrier électronique : info@capprt-tcrpap.gc.ca

Site Web : www.capprt-tcrpap.gc.ca

Loi appliquée et règlements connexes

Loi concernant le statut de l'artiste et régissant les relations professionnelles entre artistes et producteurs au Canada (titre abrégé : Loi sur le statut de l'artiste)	L.C. 1992, ch. 33, et ses modifications
Règlement sur les catégories professionnelles (Loi sur le statut de l'artiste)	DORS/99-191
Règlement concernant les procédures du Tribunal canadien des relations professionnelles artistes-producteurs	DORS/2003-343

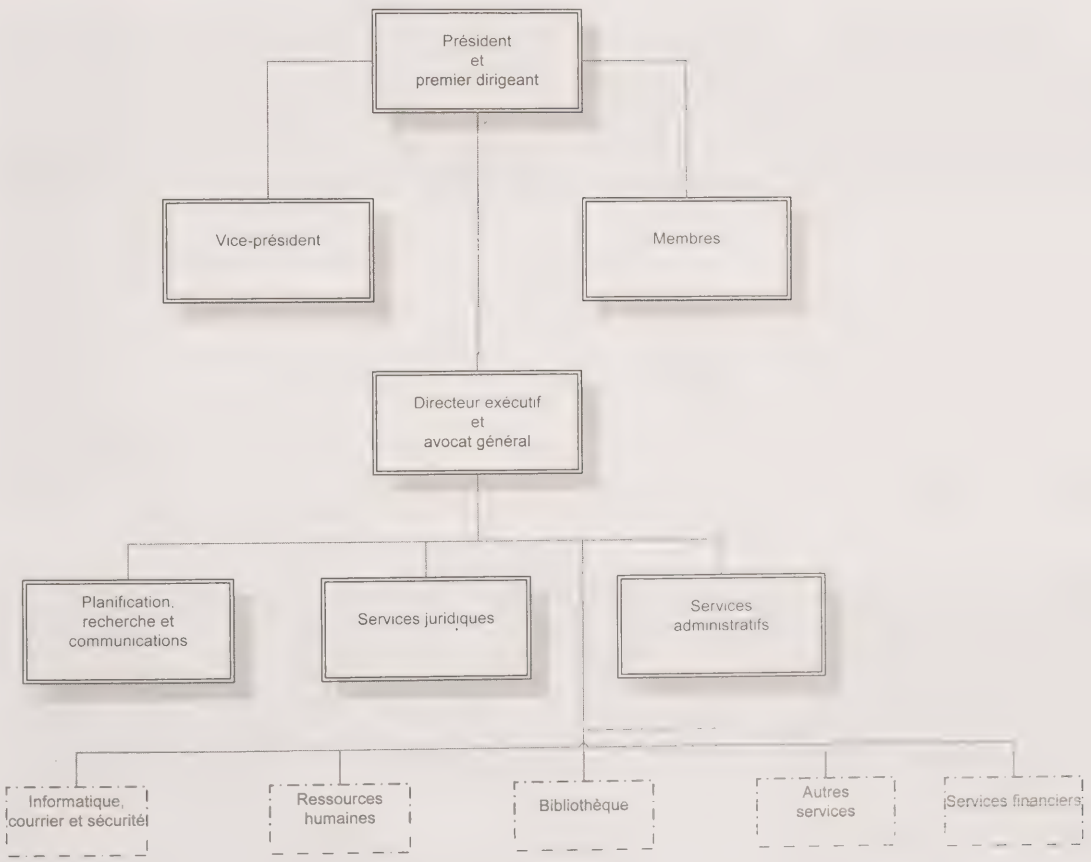
PARTIE III – RENSEIGNEMENTS SUPPLÉMENTAIRES

Renseignements sur l'organisation

Le Tribunal se compose d'un président (qui est également le premier dirigeant), un vice-président et deux autres membres. Les membres sont nommés par le gouverneur en conseil. Tous les quatre membres sont nommés à temps partiel.

Le directeur exécutif et avocat général dirige le secrétariat du Tribunal et rend compte au président. Dix membres du personnel (lorsque l'effectif du secrétariat est complet) exercent les fonctions d'avocat-conseil ou de greffier, ou accomplissent les tâches de planification, de recherche, de communication et de soutien administratif. Certains services ministériels dont le Tribunal n'a pas besoin à temps plein, notamment dans les domaines de l'informatique et des ressources humaines, font l'objet d'une impartition. La figure 2 reproduit l'organigramme du Tribunal.

Figure 2. Organigramme



Services offerts à contrat ou selon d'autres modalités. (Veuillez vous reporter à la partie II, Gestion financière et fonction de contrôleur, pour obtenir plus de détails.)

Les coûts de plusieurs de ces ententes et de certains services ont augmenté depuis l'année dernière, de même que le coût des actifs et des fournitures tels que les licences d'utilisation des logiciels et du matériel informatique. Les dépenses de fonctionnement du Tribunal ont donc augmenté de 259 000 $ depuis l'année précédente.

Afin d'améliorer son efficacité opérationnelle et sa capacité de mesurer le rendement, le Tribunal a continué à moderniser et à perfectionner sa base de données de gestion des dossiers au cours de l'exercice 2006-2007.

Leadership et gestion : oeuvrer pour une amélioration continue de la qualité

Le Tribunal n'a cessé d'améliorer ses pratiques de gestion, en travaillant pour ce faire dans le cadre d'un groupe de concertation avec trois autres organismes quasi-judiciaires, le Tribunal de la concurrence, la Commission d'appel du droit d'auteur et le Tribunal d'appel des transports. Le groupe de concertation s'est consacré à la mise en œuvre de la nouvelle *Loi sur la modernisation de la fonction publique*, notamment en élaborant un Système de gestion informelle des conflits et en se préparant pour l'évaluation du Cadre de responsabilisation de gestion qui aura lieu à l'automne 2007.

pendant des années sans jamais conclure un accord. Tel qu'il a été signalé à la section 1, une modification de la *Loi* permettrait de remédier à cette lacune. En attendant, on continuera probablement à constater qu'un grand nombre d'avis de négociation restent en instance.

En ce qui concerne la négociation des accords-cadres, beaucoup a été fait, même si les résultats restent en deçà des attentes, comme l'indique le tableau D. Trente-cinq pour cent des associations d'artistes accréditées ont négocié un nouvel accord-cadre dans les cinq années suivant leur accréditation alors que l'objectif à atteindre était de 80 p. 100. 23 p. 100 de plus ont négocié un nouvel accord-cadre après la période cible de cinq ans. 62 p. 100 des associations d'artistes accréditées ont au moins un avis de négociation d'un nouvel accord en instance.

Tableau D — Des relations professionnelles constructives

Indicateur	*Objectif*	*Résultats pour 1998–2007*
Pourcentage des plaintes résolues sans audience	50 p. 100 au moins des plaintes sont réglées sans une audience.	54 p. 100 des plaintes ont été réglées sans une audience.
Proportion des associations d'artistes accréditées ayant conclu un premier accord dans les cinq années suivant leur accréditation.	Au moins 80 p. 100 des associations d'artistes accréditées ont négocié au moins un nouvel accord-cadre dans les cinq années suivant leur accréditation.	35 p. 100 ont négocié un nouvel accord-cadre dans les cinq années qui ont suivi leur accréditation. 23 p. 100 de plus ont négocié un nouvel accord-cadre plus de cinq ans après leur accréditation.

Gestion financière et leadership

Poursuite de l'efficacité

Comme pour les années précédentes, le Tribunal continue à recourir à la sous-traitance et à des ententes permettant de réduire les coûts, pour beaucoup de services dont il n'a pas besoin à temps plein. Par exemple, depuis sa création, il a conclu des ententes avec le ministère du Patrimoine canadien pour les services de ressources humaines, et avec Industrie Canada pour les services d'informatique, de sécurité et de courrier. Il a aussi pris des arrangements avec deux autres commissions fédérales du travail dans le but d'utiliser leurs salles d'audience et leurs services de bibliothèque. Il recourt aussi aux services d'un analyste financier externe. Le Tribunal continue de sélectionner du personnel polyvalent, souple et capable de remplir des fonctions variées. Les membres du Tribunal sont nommés à temps partiel. Cela concourt dans l'ensemble à l'efficacité économique du Tribunal, étant donné qu'ils ne sont appelés à travailler et ne sont payés qu'en fonction des besoins; toutefois, cette particularité complique la planification. Tous les membres du Tribunal sont bilingues, ce qui facilite la répartition du travail. Le Tribunal continue de partager ses locaux ainsi que ses services administratifs et financiers avec Révision de la protection de l'environnement Canada (RPEC), ce qui permet au gouvernement de réduire ses coûts globaux.

Réussite des séances d'information destinées aux clients	Les clients sont satisfaits (tel que l'indique le sondage réalisé auprès d'eux).	Deux tiers des répondants ont déclaré qu'ils étaient très satisfaits des sessions d'information.	S/O : Les sessions d'information des clients n'ont pas été organisées parce qu'il y en avait eu récemment.
Exactitude et délai des réponses aux demandes d'information.	Les demandes d'information et les autres requêtes ont été traitées en deux jours ouvrables. Les clients sont satisfaits (moyenne pluriannuelle déterminée grâce au sondage réalisé auprès des clients).	Peu de demandes ont été reçues. La direction et le personnel s'emploient à répondre rapidement et de manière adéquate.	65 p. 100 des demandes ont été traitées en une seule journée ouvrable et 85 p. 100 en deux jours ouvrables.

Autres indicateurs de progrès

Les parties résolvent elles-mêmes leurs différends

Le Tribunal se sert d'autres indicateurs, sur des périodes pluriannuelles, pour vérifier le degré de relations professionnelles constructives existant dans le secteur de la culture. L'un deux consiste à établir la proportion des plaintes qui sont réglées sans passer par une audience devant le Tribunal. La résolution conjointe des problèmes favorise la coopération entre les artistes et les producteurs et permet des économies de temps et d'argent pour les parties et pour le Tribunal en réduisant la nécessité de procéder à des audiences coûteuses et longues. Le Tribunal encourage par conséquent les parties à résoudre conjointement autant de problèmes que possible avant d'en arriver à une audience, et les parties se rendent compte fréquemment qu'elles sont capables de régler conjointement tous leurs problèmes. Le secrétariat du Tribunal offre une assistance, s'il y a lieu, par le biais des investigations ou de la médiation, et au cours de l'exercice 2006-2007, il a mis l'accent sur l'acquisition par les membres du personnel de plus de connaissances et d'aptitudes vis-à-vis des problèmes du secteur artistique, de manière à mieux répondre aux besoins des clients.

Le tableau D indique les progrès accomplis par rapport à cet indicateur. Il est à noter que, comme pour de nombreux indicateurs de rendement, il s'agit d'une mesure approximative. Les parties retirent leurs plaintes pour plusieurs raisons. Par exemple, il arrive que le simple fait d'introduire une plainte amène les parties à s'asseoir pour résoudre le problème sans aucune intervention du Tribunal.

Négociations des accords-cadres

La négociation des accords-cadres est un autre indicateur de relations professionnelles constructives. Une fois de plus, il s'agit d'une mesure approximative. Le Tribunal peut faciliter les négociations en accordant l'accréditation, en donnant des renseignements sur les dispositions de la *Loi* traitant de la négociation et en traitant les plaintes pour refus de négocier de bonne foi. Il a toutefois peu d'influence sur la décision des parties quant à la poursuite des négociations après l'accréditation ou quant aux résultats de telles négociations. De plus, comme la *Loi* ne contient aucune disposition sur l'arbitrage lors de la négociation d'un premier accord-cadre, les parties peuvent négocier

web du Tribunal ayant été fait récemment, le sondage auprès des clients pour évaluer l'efficacité du site Web n'a pas été réalisé.

La *Loi* est relativement récente, et les parties continuent d'apprendre à l'appliquer. Il s'agit là d'un important objectif de communication pour le Tribunal. Les membres du personnel ont par le passé tenu des sessions d'information pour clarifier les obligations et les droits des parties en négociation dans le cadre de la *Loi*, et pour permettre aux organisations d'échanger leurs informations et leur expérience. Les sessions d'information ont été utiles et bien accueillies par les clients. Des sessions d'information ayant été tenues au cours des deux dernières années à la fois avec les associations d'artistes et les producteurs, il n'y en a pas eu au cours de l'exercice 2006-2007. Le groupe de communication du Tribunal a plutôt mis l'accent sur la révision de la stratégie de communication, en portant une attention particulière sur la meilleure manière pour le Tribunal de servir les artistes, leurs associations et les producteurs.

Le Tribunal reçoit beaucoup de demandes de renseignements de la part de ou au nom des artistes, de leurs associations et des producteurs, qui s'enquièrent, par exemple, de leurs droits et de leurs obligations aux termes de la *Loi sur le statut de l'artiste* ou qui veulent savoir si leurs activités relèvent de la compétence du Tribunal. Le Tribunal s'est engagé à répondre à chaque demande dans un bref délai et à aider les parties. Par conséquent, l'indicateur de rendement pour la fonction de communication est la justesse et la promptitude des réponses aux demandes de renseignements.

L'objectif visé consiste à traiter les demandes d'information dans un délai de deux jours ouvrables et à constater par sondage que les clients sont satisfaits. Cet indicateur sera mesuré sur plusieurs exercices financiers par voie d'un sondage qui sera mené auprès des clients.

Tableau C — Les clients sont pleinement informés et aidés

Indicateur	*Objectif*	*Résultats 2005–2006*	*Résultats 2006-2007*
Qualité et rapidité des bulletins d'information	Publication d'au moins trois bulletins d'information par an. Les clients sont satisfaits (tel que l'indique le sondage réalisé auprès d'eux).	Deux bulletins ont été publiés. Aucun sondage n'a été réalisé auprès des clients.	Deux bulletins ont été publiés. Aucun sondage n'a été réalisé auprès des clients.
Qualité du site Web du Tribunal.	Le site Web contient des renseignements exacts et opportuns; il répond aux normes du GED (Gouvernement en direct). Les clients sont satisfaits (tel que l'indique le sondage réalisé auprès d'eux).	Le site Web a été conçu presque entièrement selon les normes du GED et contient des informations actuelles et exactes. Aucun sondage n'a été réalisé auprès des clients.	Le site Web a été considérablement modifié afin d'être davantage consacré au service du client. L'information est actuelle et exacte. Aucun sondage n'a été réalisé auprès des clients.

Tableau B — Traitement de haute qualité des dossiers

Indicateur	*Objectif*	*1996-2007*
Le pourcentage de demandes de contrôle judiciaire qui ont été accueillies	Moins de 50 pour cent	0 pour cent

Priorité n° 2 : Les clients sont pleinement informés et aidés

Il incombe au Tribunal de veiller à ce que les artistes, associations d'artistes et les producteurs soient entièrement informés de leurs droits et de leurs responsabilités en vertu de la *Loi sur le statut de l'artiste.* Pour que les parties tirent avantage de la *Loi,* que les négociations aient lieu et que les objectifs à long terme de la *Loi* soient atteints, les parties doivent bien connaître et comprendre la législation.

Cette priorité a toujours fait l'objet d'une attention particulière, mais elle a gagné en importance récemment, et par conséquent, elle a pris place de premier plan du Tribunal en 2006-2007. Le Tribunal reconnaît qu'il doit améliorer ses relations avec les associations d'artistes et les producteurs, surtout compte tenu de l'incidence possible qu'auront sur le travail du Tribunal les développements en cours dans l'univers de la radiodiffusion et des nouveaux médias. La radiodiffusion représente un des principaux domaines de compétence du Tribunal; les défis que posent aux associations d'artistes et aux radiodiffuseurs les transformations en cours dans l'industrie de la radiodiffusion (fusions, changements de propriété, nouvelles technologies et perturbation des modèles traditionnels d'entreprises), obligent le Tribunal à déployer plus d'efforts pour faciliter l'accréditation et la négociation en vertu de la *Loi.*

Le tableau C indique les objectifs d'information et d'aide aux clients, ainsi que les résultats atteints. L'écart entre les objectifs et les résultats reflète les changements dans les priorités et la stratégie du Tribunal. Il faudrait aussi noter que les indicateurs eux-mêmes sont imparfaits.

Deux bulletins d'information ont été diffusés, au lieu des trois prévus. Les bulletins d'information sont principalement destinés à informer le public sur l'avancement des travaux du Tribunal, à savoir le traitement des dossiers qui lui sont soumis; deux bulletins d'information ont donc suffi pour mentionner tous les cas. Un sondage auprès des clients dans le but d'évaluer la qualité de l'information aurait été peu pertinent, avec deux bulletins seulement; par conséquent il n'y en a pas eu.

Le site Web du Tribunal a été mis à jour régulièrement afin de fournir une information actuelle et exacte. Il a été aussi considérablement modifié et réorganisé afin d'attirer l'attention sur les services que le Tribunal peut offrir aux artistes, à leurs associations et aux producteurs. Déjà à cette première importante étape de sa restructuration, le site Web attire l'attention des visiteurs sur ce que le Tribunal peut faire pour eux et comment interagir avec le Tribunal et il fournit des renseignements adaptés au statut du visiteur, que ce soit un artiste, une association d'artistes ou un producteur. L'information sur la *Loi sur le statut de l'artiste* et les réponses aux questions portant sur son application et sa signification occupent en ce moment une place plus importante. Les modifications au site

efficacité, qui se situe au-dessus de la moyenne pour les 10 dernières années. Ces résultats sont présentés dans le tableau A.

Tableau A — Traitement rapide des dossiers

Indicateur	Objectif	*Résultats*
Délai moyen pour la publication des motifs de décision après la tenue de l'audience, pour tous les dossiers	Maximum de 60 jours civils	29 jours
Délai moyen pour le traitement de tous les dossiers (à compter de la date de réception de la demande complète jusqu'à la date de la décision)	Maximum de 200 jours civils	73 jours

Le second aspect de cette priorité est la haute qualité de traitement des dossiers. Il est question ici du travail du personnel qui, entre autres, prépare les dossiers et offre des conseils juridiques, ainsi que de celui des membres qui délibèrent et rendent des décisions.

L'indicateur utilisé est la proportion des décisions du Tribunal qui sont confirmées lors d'un contrôle judiciaire. Conformément à la *Loi sur le statut de l'artiste*, une partie peut, dans certaines circonstances, contester une décision du Tribunal en demandant un contrôle judiciaire à la Cour d'appel fédérale.

Le Tribunal reconnaît d'emblée que cet indicateur n'est pas idéal. En effet, la décision d'une partie de demander ou non un contrôle judiciaire n'est pas nécessairement liée à la qualité de la décision. De plus, les motifs permettant un contrôle judiciaire sont limités. La Cour d'appel fédérale ne statue pas sur le bien-fondé des décisions du Tribunal; elle intervient seulement dans l'un des cas suivants :

- le Tribunal a agi sans avoir compétence, a outrepassé sa compétence ou a refusé d'exercer sa compétence;
- le Tribunal n'a pas observé un principe de justice naturelle ou d'équité procédurale ou toute autre procédure que la loi lui impose de respecter;
- le Tribunal a agi ou refusé d'agir en raison d'une fraude ou de faux témoignages.

Plusieurs conseils de relations de travail et d'autres tribunaux administratifs utilisent et publient ce genre de statistiques. Cependant, la plupart n'ont pas fixé d'objectif à atteindre à cet égard et ils n'établissent pas un lien entre ces résultats et la qualité de leur travail. Le Tribunal continuera à chercher à améliorer cet indicateur.

Comme l'indique le tableau B, le Tribunal a atteint ses objectifs par rapport à cet indicateur. À ce jour, il en a été interjeté appel seulement de trois des 86 décisions partielles ou finales rendues par le Tribunal. Deux demandes de contrôle judiciaire ont été rejetées par la Cour d'appel fédérale, l'une au cours de l'exercice 1998-1999 et l'autre au cours de l'exercice 2004-2005. La troisième demande a été retirée.

PARTIE II – ANALYSE DES ACTIVITÉS DE PROGRAMME PAR RÉSULTAT STRATÉGIQUE

Résultat stratégique : Des relations professionnelles constructives entre les artistes et les producteurs

La partie II de la *Loi* et son régime de négociation collective visent à favoriser les relations professionnelles constructives entre les artistes et les producteurs relevant de la compétence fédérale. C'est le seul résultat stratégique de l'architecture des activités de programme du Tribunal approuvée par le Conseil du Trésor pour l'exercice 2006-2007.

Pendant l'exercice 2006-2007, le Tribunal a poursuivi deux priorités afin d'atteindre ce résultat stratégique. Il a continué à se consacrer au traitement des demandes introduites en vertu de la *Loi*, grâce à un service rapide et de haute qualité. Il a aussi veillé à ce que les clients soient pleinement informés et aidés. (Tel qu'indiqué à la section I, la troisième priorité mentionnée dans le *Rapport sur les plans et les priorités* 2006-2007, à savoir l'assistance à l'élaboration des modifications de la *Loi* n'a pas été poursuivie, étant donné qu'elle était hors du mandat du Tribunal.)

Le cadre de mesure du rendement de ces actions est présenté dans le *Rapport sur les plans et les priorités* du Tribunal et exposé en résumé ci-dessous. Les résultats du rendement sont rapportés ci-dessous et présentés dans les tableaux A, B et C.

Priorité n° 1 : Service rapide et de haute qualité

Le taux d'activité relative aux dossiers en 2006-2007 a été semblable à celui de l'exercice 2005-2006. Le Tribunal a rendu une décision finale dans six affaires (dont cinq résolues sans audience) et deux décisions partielles. À la fin de l'année, deux dossiers étaient en instance. Pour plus de détails, se reporter au rapport annuel du Tribunal pour l'exercice 2006-2007 et aux *Bulletins d'information* disponibles dans le site Web du Tribunal au www.capprt-tcrpap.gc.ca .

Le Tribunal a évalué sa rapidité en répertoriant les délais pour rendre ses décisions après l'audience et le temps de traitement des demandes. Le temps de traitement des demandes en tant qu'indicateur devrait être révisé; en effet, une évaluation adéquate de la rapidité du traitement des dossiers devrait sans doute tenir compte des cas qui sont résolus sans audience. Le Tribunal a décidé de continuer d'utiliser cet indicateur pour le moment, mais celui-ci sera réévalué et possiblement adapté dans le *Rapport sur les plans et les priorités* pour la prochaine période de planification.

Dans le seul cas où le Tribunal a émis une décision motivé, le délai a été de 29 jours après l'audience, c'est-à-dire bien en deçà de l'objectif de 60 jours. En ce qui concerne le second indicateur de rapidité, à savoir le temps moyen mis pour le traitement des demandes, le Tribunal a dépassé son objectif et a considérablement amélioré son

L'équipe de direction a adhéré à ce cadre dès son adoption et n'a cessé de s'y appuyer au fur et à mesure de l'évolution du Tribunal.

En tant qu'organisme de très petite taille, le Tribunal rencontre un obstacle particulier dans le cadre de ses opérations : accomplir un nombre élevé de tâches avec un personnel limité. À cela s'ajoute le fait que la charge de travail est imprévisible et changeante, puisque ce sont les parties qui décident de soumettre des demandes au Tribunal. Pour relever les défis que pose cette situation, le Tribunal s'est toujours appuyé sur des pratiques telles que l'impartition et le partage de ses locaux, comme il est expliqué à la partie II du rapport, à la rubrique « Gestion financière et leadership ».

Contribution du Tribunal aux résultats du gouvernement du Canada

En favorisant des relations de travail harmonieuses entre les artistes autonomes et les producteurs qui relèvent de sa compétence, le Tribunal s'attend à ce que le revenu des artistes augmente, que leurs conditions de travail s'améliorent, que les artistes soient plus enclins à poursuivre leur carrière dans le secteur artistique et que les producteurs aient à leur disposition une réserve suffisante d'artistes talentueux et bien formés. Ainsi, le Tribunal contribue, grâce à son programme, aux résultats escomptés par le gouvernement fédéral, à savoir, une culture et un patrimoine canadiens dynamiques.

Rendement général du Tribunal

Le Tribunal poursuit un résultat stratégique : favoriser des relations professionnelles constructives entre les artistes autonomes et les producteurs qui relèvent de sa compétence. Il a une activité de programme : traiter les dossiers qui lui sont soumis. Le rendement général du Tribunal équivaut à son « rendement par résultat stratégique » présenté à la partie II du rapport. Comme il sera expliqué à cette partie du rapport, le Tribunal continue de travailler en vue d'atteindre son résultat stratégique.

Patrimoine canadien dans l'évaluation en 2002 des dispositions et du fonctionnement de la *Loi sur le statut de l'artiste.*[2]

La Saskatchewan a adopté en 2002 une loi habilitante sur le statut de l'artiste, et le gouvernement de la Saskatchewan étudie la possibilité d'introduire un cadre juridique de négociation collective pour une certaine partie du travail artistique dans cette province, à date cette loi n'a pas été adoptée. La province de l'Ontario a adopté récemment une loi se rapportant au statut de l'artiste, toutefois, la question de la négociation collective n'y figure pas.

Le Tribunal appuie le principe de l'adoption d'une législation sur le statut de l'artiste dans un plus grand nombre de provinces. En ce sens, il a offert son soutien à la Saskatchewan, comme l'avait souhaité la province, dans son processus menant à l'adoption d'une législation sur le statut de l'artiste. Cette aide s'est traduite par une description précise du fonctionnement du Tribunal fédéral et des leçons et expériences apprises depuis l'application de la *Loi*. Le Tribunal continuera donc de fournir des renseignements aux décideurs et aux autres parties intéressées à connaître les avantages d'une telle législation.

Organismes fédéraux en tant que producteurs

Les répercussions de la *Loi* sont d'autre part limitées compte tenu du fait que peu d'institutions fédérales, nommées comme producteurs gouvernementaux conformément à la *Loi sur le statut de l'artiste,* ont négocié des accords-cadres avec des associations d'artistes. N'ayant ni le temps ni les ressources voulus, les associations d'artistes préféreraient négocier avec des associations de producteurs plutôt qu'avec chaque producteur individuellement. Un bon nombre de producteurs gouvernementaux préféreraient également désigner un ministère à titre de négociateur principal. L'une des recommandations du rapport d'évaluation présenté par le ministère du Patrimoine canadien en 2002, vise à étudier la possibilité d'établir un responsable de la négociation pour tous les ministères fédéraux. Le Tribunal appuie cette recommandation, qui devrait faciliter la négociation et rendre la démarche plus rentable.

Petit organisme fédéral : défis

Mis à part la spécificité de législation et le caractère unique de sa clientèle, le Tribunal n'en est pas moins une institution fédérale qui doit faire preuve de prudence et de modération en dépensant les fonds publics et qui doit produire à l'intention du Parlement et du contribuable des rapports de reddition de compte empreints de transparence.

Résultats concrets et responsabilité

Lorsqu'il a été mis sur pied en 1993, le Tribunal a adopté des pratiques qui en font un organisme efficient, avec un énoncé d'objectifs clair, des normes élevées pour la prestation des services, un cadre complet pour la mesure de rendement et des pratiques transparentes en matière de reddition des comptes sur ses activités et ses résultats.

[2] Le rapport d'évaluation est disponible sur Internet au: www.pch.gc.ca/progs/em-cr/eval/2002/2002_25/tdm_f.cfm

Environnement opérationnel et contexte

La situation économique des artistes

Contexte de la *Loi sur le statut de l'artiste*

La contribution du secteur des arts et de la culture à l'économie canadienne est considérable. En 2002, l'année la plus récente pour laquelle on dispose de statistiques, le secteur des arts et de la culture a contribué pour 39 milliards de dollars à l'économie canadienne, soit près de 4 p. 100 du produit intérieur brut. En plus de profiter à l'économie canadienne, le travail des artistes canadiens permet d'enrichir nos vies quotidiennes et de faire valoir la réalité canadienne au pays et à l'étranger.

Malheureusement, l'importance du travail des artistes canadiens ne se traduit pas dans les revenus qu'ils touchent. Selon Statistique Canada, le revenu moyen des artistes a augmenté de 26 p. 100 de 1991 à 2001. Cette augmentation n'a toutefois porté leur revenu moyen qu'à 23 500 $ en 2001, un chiffre largement inférieur à celui du revenu moyen de l'ensemble des travailleurs canadiens (31 800 $), et ce malgré un niveau d'éducation des artistes plus élevé que la moyenne.

En plus d'avoir des revenus peu élevés, un grand nombre d'artistes ont un statut de travailleurs autonomes, et ne bénéficient donc pas des avantages qu'ont les travailleurs salariés tels que l'assurance-emploi, les prestations pour la formation et un fonds de pension. Par exemple, selon les données tirées du recensement, près de 70 pour cent des artistes en arts visuels et près de 50 pour cent des écrivains et des artisans travaillent en tant qu'entrepreneurs indépendants. Quelque 100 000 artistes autonomes relèvent de la compétence du Tribunal.[1]

Le gouvernement fédéral s'est doté d'un ensemble d'institutions, de programmes et de politiques pour reconnaître et soutenir les artistes et les producteurs. La *Loi sur le statut de l'artiste* et le Tribunal font partie du système de soutien aux arts et à la culture au Canada.

Limitations de la *Loi sur le statut de l'artiste*

Protection disparate

Cependant, les répercussions de la *Loi* sont limitées en raison du champ restreint de sa compétence. Le travail qui s'effectue dans le secteur culturel relève pour la plus grande part de la compétence provinciale, notamment l'enregistrement sonore, les expositions d'art, les productions théâtrales, l'édition de livres et la vaste majorité des productions cinématographiques et télévisuelles. À ce jour, le Québec est la seule province dont la législation accorde le droit à la négociation collective aux artistes autonomes. La nécessité de la législation provinciale a été reconnue par le Comité permanent du Patrimoine canadien dans son neuvième rapport, en 1999 et réaffirmée par le ministère du

[1] HILL STRATEGIES RESEARCH. *Statistical Profile of Artists in Canada*, septembre 2004; HILL STRATEGIES RESEARCH. *Arts Research Monitor*, mars 2005

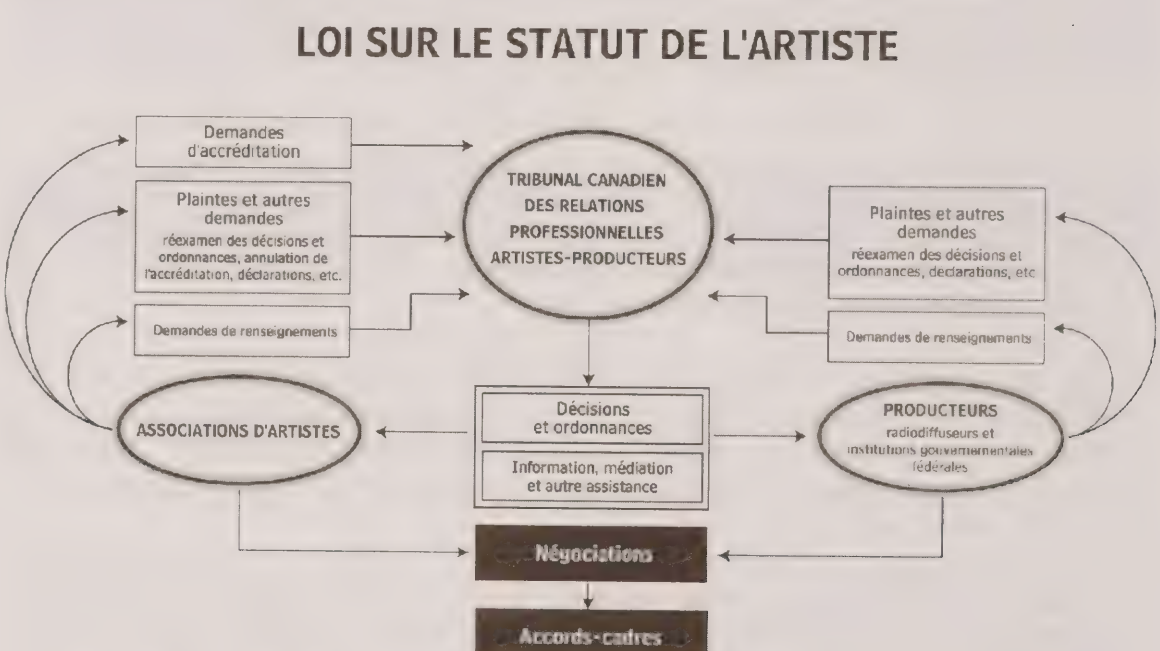
- traiter des plaintes de pratiques déloyales et sur les autres affaires qui sont déposées par les artistes, les associations d'artistes, les producteurs ou les arbitres et prescrire les redressements appropriés.

Les associations d'artistes accréditées en vertu de la *Loi sur le statut de l'artiste* ont le droit exclusif de négocier des accords-cadres avec les producteurs. Un accord-cadre précise les conditions minimales selon lesquelles un producteur retient les services ou commande une œuvre d'un artiste autonome dans un secteur donné.

On peut avoir accès à la *Loi sur le statut de l'artiste*, aux responsabilités du Tribunal prévues par la *Loi*, au règlement sur les catégories professionnelles, aux décisions et aux rapports au Parlement et aux organismes centraux en consultant le site Web du Tribunal à l'adresse suivante : www.capprt-tcrpap.gc.ca.

La figure 1 donne un aperçu des responsabilités et des processus principaux du Tribunal prévus à la partie II de la *Loi sur le statut de l'artiste*.

Figure 1. Les responsabilités et processus principaux du Tribunal



Rendement général du Tribunal

Mandat, rôle et responsabilités

Le Tribunal canadien des relations professionnelles artistes-producteurs est un organisme fédéral quasi-judiciaire et indépendant chargé de l'application des dispositions de la partie II de la *Loi sur le statut de l'artiste* qui régit les relations professionnelles entre les artistes autonomes et les producteurs qui relèvent de la compétence fédérale. Le Tribunal relève du Parlement par l'entremise du ministre du Travail. La partie II de la *Loi* attribue également des responsabilités au ministre du Patrimoine canadien.

En vertu de la Constitution du Canada, la réglementation des relations de travail entre la grande majorité des travailleurs et des employeurs relève de la compétence législative des provinces. Le gouvernement fédéral est cependant compétent pour réglementer les relations de travail dans quelques secteurs d'activités, notamment, la radiodiffusion, les banques, les télécommunications, le transport interprovincial et les institutions gouvernementales fédérales. Le Tribunal est l'un des quatre organismes qui régissent les relations de travail qui relèvent de la compétence fédérale. Les trois autres sont le Conseil canadien des relations industrielles, la Commission des relations de travail dans la fonction publique et le Tribunal de la dotation de la fonction publique. Le Conseil canadien des relations industrielles s'occupe des relations de travail surtout entre les employeurs du secteur privé qui relèvent de la compétence fédérale et leurs employés. La Commission des relations de travail dans la fonction publique s'occupe quant à elle des relations de travail entre la plupart des institutions du gouvernement fédéral et leurs employés. Le Tribunal de la dotation de la fonction publique se charge de régler les plaintes liées à des nominations internes et à des mises en disponibilité provenant des employés de la fonction publique fédérale.

La *Loi sur le statut de l'artiste* dispose que les producteurs assujettis à la compétence du Tribunal sont les entreprises de radiodiffusion qui relèvent du Conseil de la radiodiffusion et des télécommunications canadiennes, les ministères fédéraux et la majorité des organismes fédéraux et des sociétés d'État (notamment l'Office national du film et les musées nationaux).

Par ailleurs, la *Loi* stipule que les artistes autonomes visés par la compétence du Tribunal comprennent les artistes régis par la *Loi sur le droit d'auteur* (comme les écrivains, les photographes et les compositeurs de musique), les interprètes (comme les acteurs, les musiciens et les chanteurs), les réalisateurs et d'autres professionnels qui participent à la création d'une production par des activités comme la conception de l'image, de l'éclairage et des costumes.

Le mandat conféré par la *Loi* au Tribunal est le suivant:

- définir les secteurs d'activité culturelle appropriés aux fins de la négociation collective entre les associations d'artistes et les producteurs;
- accréditer les associations d'artistes qui doivent représenter les artistes autonomes dans ces secteurs;

Renseignements sommaires

Raison d'être – Le Tribunal canadien des relations professionnelles artistes-producteurs (TCRPAP) administre la partie II de la *Loi sur le statut de l'artiste*, qui porte sur les relations professionnelles entre les artistes autonomes et les producteurs qui relèvent de la compétence fédérale. Ce faisant, le TCRPAP contribue à l'établissement de rapports constructifs entre ces parties.

Ressources financières (en milliers de $)

2006-2007		
Dépenses prévues	Total des autorisations	Dépenses réelles
1 900 $	1 900 $	1 340 $

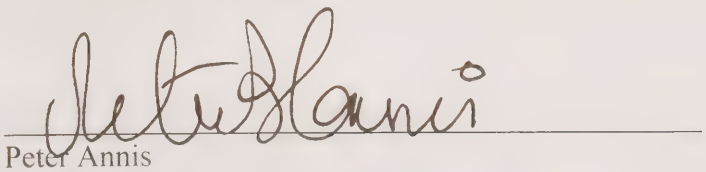
Ressources humaines

2006-2007		
Prévues	Réelles	Écart
10	10	0

État du rendement			2006-2007 (en milliers de $)	
			Dépenses prévues	Dépenses réelles
Résultat stratégique : relations professionnelles constructives entre les artistes indépendants et les producteurs relevant du TCRPAP				
Priorité no 1	Traitement rapide et de qualité des dossiers	Accompli	1 600 $	1 140 $
Priorité no 2	Les clients sont pleinement informés et aidés	Accompli	300 $	200 $

Dans son *Rapport sur les plans et les priorités pour 2006-2007*, le Tribunal a indiqué que l'une de ses priorités serait de travailler sur les modifications à apporter à la *Loi sur le statut de l'artiste,* afin d'y inclure les changements recommandés à l'issue de l'examen de la *Loi* en 2002. Le Tribunal a écarté cette initiative de la liste de ses priorités parce que seul le ministère du Patrimoine canadien peut proposer des modifications à la *Loi*. Cependant, le Tribunal continue de croire que les changements proposés à la suite de l'examen de la *Loi* en 2002 seraient bénéfiques et il reste disposé à apporter son aide au cas où le ministère entreprendrait des modifications. Il s'agit d'une décision n'ayant aucune implication sur le plan des ressources.

- Il présente une information cohérente, complète, équilibrée et fiable;
- Il fournit une base pour la reddition de comptes à l'égard des résultats obtenus avec les ressources et les autorisations qui lui sont confiées.
- Il rend compte de la situation financière en fonction des montants approuvés des budgets des dépenses et des Comptes publics du Canada.



Peter Annis
Président et premier dirigeant
Le 14 septembre 2007

Afin d'atteindre pleinement son résultat stratégique, le Tribunal doit s'assurer que la *Loi* est largement connue et bien comprise, et que dans le milieu qu'il dessert, ses services sont bien compris et considérés comme étant facilement accessibles. Par conséquent, pour cette année et pour l'avenir immédiat, les efforts du Tribunal ont été réorientés afin d'informer et d'aider pleinement les artistes, les associations et les producteurs quant à leurs droits et à leurs responsabilités en vertu de la *Loi*, et par rapport aux services que le Tribunal peut leur offrir.

Le Tribunal demeure engagé à l'égard des recommandations faites par le ministère du Patrimoine canadien à l'issue de l'examen de la *Loi* en 2002. Il s'agit notamment des modifications visant à permettre l'arbitrage dans les négociations lors d'un premier contrat, la simplification de la procédure d'ajout des catégories professionnelles devant être couvertes par la *Loi* et la création d'une association regroupant les producteurs d'État qui négocierait avec les associations d'artistes.

Le Tribunal est aussi d'avis qu'une modification de la *Loi* pourrait faciliter l'élaboration de la législation sur le statut de l'artiste au niveau provincial. Une telle législation constituerait un complément important au travail du Tribunal parce qu'il y a beaucoup d'activités culturelles et artistiques qui relèvent de la compétence des provinces. À ce jour, le Québec est la seule province ayant légiféré sur un régime de négociation collective pour les artistes et les producteurs. Plusieurs autres provinces ont récemment envisagé d'adopter des dispositions législatives similaires, mais elles sont préoccupées par le coût qu'occasionnerait la création de nouveaux tribunaux spéciaux au niveau provincial pour administrer la négociation collective dans le secteur culturel. Le Tribunal estime que, si la loi provinciale et la *Loi sur le statut de l'artiste* sont fondamentalement uniformes, une modification de la *Loi* serait bénéfique si elle permettait au ministre et à la province de s'entendre afin que le Tribunal puisse administrer la loi provinciale au nom de la province. Les provinces pourraient ainsi profiter de l'expertise et des ressources du Tribunal, ce qui contribuerait à une administration cohérente de mesures législatives semblables.

Déclaration de la direction

Je soumets, aux fins de dépôt au Parlement, le Rapport ministériel sur le rendement (RMR) de 2006-2007 du Tribunal canadien des relations professionnelles artistes-producteurs.

Le présent document a été préparé conformément aux principes de préparation des rapports énoncés dans le *Guide de préparation de la Partie III du Budget des dépenses 2006-2007 : Rapports sur les plans et les priorités et Rapports ministériels sur le rendement*:

- Il est conforme aux exigences précises de déclaration figurant dans les lignes directrices du Secrétariat du Conseil du Trésor;
- Il repose sur le résultat(s) stratégique(s) et sur l'architecture des activités de programme du ministère approuvés par le Conseil du Trésor;

PARTIE I – SURVOL

Message du Président

Le Tribunal canadien des relations professionnelles artistes-producteurs administre un régime de négociation collective pour les artistes professionnels autonomes et les producteurs relevant de la compétence fédérale. Aux termes de la partie II de la *Loi sur le statut de l'artiste*, le Tribunal définit les secteurs de l'activité culturelle et artistique sujets à la négociation collective, accrédite les associations pour la représentation des artistes dans ces secteurs et statue sur les plaintes relatives aux pratiques déloyales de travail ainsi que sur les autres affaires dont il est saisi par les parties en vertu de la *Loi*.

La Loi sur le statut des artistes votée par le Parlement en 1992 s'inscrit dans le cadre d'un engagement à reconnaître et à récompenser la contribution des artistes à l'enrichissement social, culturel, économique et politique du pays. La *Loi* reconnaît que les relations professionnelles constructives dans le secteur des arts et de la culture constituent un élément important du dynamisme de notre culture et de notre patrimoine.

Au cours des douze dernières années, le Tribunal a défini 26 secteurs d'activité artistique et accrédité 24 associations d'artistes pour les représenter. Depuis qu'elles ont été accréditées, les associations d'artistes ont conclu plus de 60 accords-cadres avec les producteurs, y compris les producteurs d'État et les services de télévision spécialisée. Plus de la moitié de ces accords-cadres sont les tout premiers à être conclus entre les parties.

Bien que le Tribunal continue d'enregistrer des progrès vers la réalisation de son objectif stratégique, favoriser l'établissement de relations professionnelles constructives entre les artistes indépendants et les producteurs dans son champ de compétence, le Tribunal a mis plus d'emphase récemment pour se tenir à la fine pointe de l'évolution constante dans son champ de compétence. La radiodiffusion, l'un des principaux domaines de compétence du Tribunal, est en train de subir des transformations importantes (fusions, changements de propriété, nouvelles technologies et perturbation des modèles traditionnels d'entreprises) qui ont un impact considérable sur le travail du Tribunal. La complexité du nouvel environnement médiatique numérique met les artistes et leurs associations, ainsi que les radiodiffuseurs, devant des défis sans précédent relatifs à l'accréditation et à la négociation. Le Tribunal doit bien comprendre ces changements afin de s'assurer que les principes du droit du travail, ainsi que ses propres précédents, sont appliqués de manière appropriée.

Jusqu'à tout récemment, une bonne partie du travail du Tribunal était centrée sur l'accréditation. La plupart des secteurs sont maintenant définis, et les associations d'artistes ont été accréditées pour les représenter. Le Tribunal sera probablement appelé à faire face à des changements dans la définition des secteurs et possiblement dans la représentation, mais autrement, son travail sera sans doute de plus en plus porté vers les plaintes et les demandes de détermination.

Table des matières

PARTIE I – SURVOL **1**
Message du Président 1
Déclaration de la direction 2
Renseignements sommaires 4
Rendement général du Tribunal 5
Mandat, rôle et responsabilités 5
Contribution du Tribunal aux résultats du gouvernement du Canada 9
Rendement général du Tribunal 9

PARTIE II – ANALYSE DES ACTIVITÉS DE PROGRAMME PAR RÉSULTAT STRATÉGIQUE **11**
Des relations professionnelles constructives entre les artistes et les producteurs 11
Priorité n° 1 : Service rapide et de haute qualité 11
Priorité n° 2 : Les clients sont pleinement informés et aidés 13
Autres indicateurs de progrès 15
Gestion financière et leadership 16

PARTIE III – RENSEIGNEMENTS SUPPLÉMENTAIRES **19**
Renseignements sur l'organisation 19
Pour obtenir des renseignements supplémentaires 20
Loi appliquée et règlements connexes 20
Tableau 1 – Comparaison des dépenses prévues et des dépenses réelles (équivalents temps plein compris) 21
Tableau 2 – Ressources par activité de programme 21
Tableau 3 – Postes votés et législatifs 21
Tableau 4 – Services reçus à titre gracieux 22

APPENDICE – ÉTATS FINANCIERS **A-1**

Tribunal canadien des relations professionnelles artistes-producteurs

Rapport sur le rendement

Pour la période se terminant
le 31 mars 2007

L'honorable Jean-Pierre Blackburn
Ministre du Travail et ministre de l'Agence
de développement économique du Canada
pour les régions du Québec

Avant-propos

Les Rapports ministériels sur le rendement constituent un élément clé du cycle de planification, de surveillance, d'évaluation et de compte rendu des résultats au Parlement et aux Canadiens. Ils sont au cœur de la responsabilisation au gouvernement.

Les ministères et organismes sont invités à préparer leurs rapports d'après les principes du gouvernement du Canada pour la présentation de rapports au Parlement (énoncés dans le *Guide de préparation du Budget des dépenses 2006-2007* disponible à http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_f.asp). Ces principes sont le fondement conceptuel pour la préparation des rapports et s'inscrivent dans les pratiques actuelles recommandées en matière de rapports publics.

Selon ces principes, des rapports efficaces sur le rendement fournissent un compte rendu concis, cohérent, fiable et équilibré du rendement d'une organisation en rapport avec ses plans et les résultats prévus. Ils mettent l'accent sur les résultats en faisant un compte rendu non seulement des activités et des extrants qui ont été réalisés, mais également des progrès accomplis pour atteindre les résultats les avantages durables pour les Canadiens et la société canadienne. Le rendement y est mis en contexte, il est relié aux plans et aux résultats prévus (on explique les modifications apportées, le cas échéant) et l'on discute des risques et des défis principaux qui ont une incidence sur le rendement de l'organisation. Les rapports efficaces sur le rendement établissent un lien solide entre les ressources et les résultats pour montrer ce que l'on a accompli au moyen d'une gestion rigoureuse des fonds publics. On y rend également compte des résultats réalisés en association avec d'autres organisations gouvernementales et non gouvernementales. En dernier lieu, le rapport est crédible parce que le rendement déclaré y est étayé d'éléments d'information probants et impartiaux.

Le présent Rapport ministériel sur le rendement, ainsi que ceux de beaucoup d'autres organisations, est disponible sur le site Internet du Secrétariat du Conseil du Trésor du Canada à l'adresse suivante : http://www.tbs-sct.gc.ca/est-pre/estimF.asp. Les lecteurs qui veulent obtenir une vue pangouvernementale détaillée de la contribution du gouvernement fédéral au rendement du Canada en tant que nation peuvent consulter *Le rendement du Canada 2006-2007*, qui est disponible en ligne à la même adresse Internet. Structuré en fonction de quatre grands secteurs de dépenses (affaires économiques, affaires sociales, affaires internationales et affaires gouvernementales), le rapport *Le rendement du Canada 2006-2007* sert de document directeur pour les 90 Rapports ministériels sur le rendement et comprend un aperçu global des dépenses réelles pour l'ensemble du gouvernement; on y présente également des faits saillants des rapports sur le rendement des ministères et des organismes. La version électronique du rapport *Le rendement du Canada* comporte des liens vers les Rapports ministériels sur le rendement pertinents qui contiennent de l'information additionnelle sur le rendement et les ressources.

Le gouvernement du Canada s'est engagé à améliorer sans cesse l'information qu'il communique au Parlement et aux Canadiens. La rétroaction des lecteurs est importante pour assurer une amélioration constante des Rapports ministériels sur le rendement et des autres documents relatifs au Budget des dépenses.

On peut adresser ses commentaires ou ses questions à l'adresse suivante :

Direction de la gestion axée sur les résultats
Secrétariat du Conseil du Trésor du Canada
L'Esplanade Laurier, Ottawa, Ontario K1A OR5

Les documents budgétaires

Chaque année, le gouvernement établit son Budget des dépenses, qui présente l'information à l'appui des autorisations de dépenser demandées au Parlement pour l'affectation des fonds publics. Ces demandes d'autorisations sont présentées officiellement au moye d'un projet de loi de crédits déposé au Parlement. Le Budget des dépenses, qui est déposé à la Chambre des communes par le président du Conseil du Trésor, comporte trois parties :

Partie I – Plan de dépenses du gouvernement présente un aperçu des dépenses fédérales et résume les principaux éléments du Budget principal des dépenses.

Partie II – Budget principal des dépenses étaye directement la *Loi de crédits*. Le Budget principal des dépenses énonce les autorisations de dépenser (crédits) et les sommes à inclure dans les projets de loi de crédits que le Parlement doit adopter afi que le gouvernement puisse mettre en application ses plans de dépenses. Les Parties I et II du Budget des dépenses sont déposé simultanément le 1er mars ou avant.

Partie III – Plan de dépenses du ministère est divisé en deux documents :

1) **Les rapports sur les plans et les priorités (RPP)** sont des plans de dépenses établis par chaque ministère et organisme (à l'exception des sociétés d'État). Ces rapports présentent des renseignements plus détaillés, pour une période de trois ans, su les principales priorités d'une organisation, et ce, par résultat stratégique, activité de programme et résultats prévus, incluant des liens aux besoins en ressources connexes. Les RPP contiennent également des données sur les besoins en ressources humaines, les grands projets d'immobilisations, les subventions et contributions, et les coûts nets des programmes. Ils sont déposés au Parlement par le président du Conseil du Trésor au nom des ministres responsables des ministères et des organismes qui dépendent des crédits parlementaires et qui sont désignés aux annexes I, I.1 et II de la *Loi sur la gestion des finances publiques*. Ces documents sont habituellement déposés au plus tard le 31 mars, pour renvoi aux comités qui peuvent ensuite faire rapport à la Chambre des communes conformément au paragraphe 81(7) du Règlement.

2) **Les rapports ministériels sur le rendement (RMR)** rendent compte des réalisations de chaque ministère et organisme en fonction des attentes prévues en matière de rendement qui sont indiquées dans leur RPP. Ces rapports sur le rendement, qui portent sur la dernière année financière achevée, sont déposés au Parlement en automne par le président du Conseil du Trésor au nom des ministres responsables des ministères et des organismes qui dépendent des crédits parlementaires et qui sont désignés aux annexes I, I.1 et II de la *Loi sur la gestion des finances publiques*.

Le Budget supplémentaire des dépenses étaye directement la *Loi de crédits*. Le Budget supplémentaire des dépenses énonce les autorisations de dépenser (crédits) et les sommes à inclure dans les projets de loi de crédits que le Parlement doit adopter afi que le gouvernement puisse mettre en application ses plans de dépenses. Le Budget supplémentaire des dépenses est habituellement déposé deux fois par année, soit un premier document au début novembre et un document final au début mars. Chaque Budget supplémentaire des dépenses est caractérisé par une lettre alphabétique (A, B, C, etc.). En vertu de circonstances spéciales, plus de deux Budgets supplémentaires des dépenses peuvent être publiés au cours d'une année donnée.

Le Budget des dépenses, de même que le budget du ministre des Finances, sont le reflet de la planification budgétaire annuelle de l'État et de ses priorités en matière d'affectation des ressources. Ces documents, auxquels viennent s'ajouter par la suite les Comptes publics et les rapports ministériels sur le rendement, aident le Parlement à s'assurer que le gouvernement est dûment comptable de l'affectation et de la gestion des fonds publics.

©Sa Majesté la Reine du chef du Canada, représentée par le
Ministre des Travaux publics et Services gouvernementaux, 2007.

Ce document est disponible en médias substituts sur demande.

Ce document est disponible sur le site Web du SCT à l'adresse suivante : www.tbs-sct.gc.ca.

En vente chez votre libraire local ou par la poste auprès
des Éditions et Services de dépôt
Travaux publics et Services gouvernementaux Canada
Ottawa (Ontario) KIA OS5

Téléphone : 613-941-5995
Commandes seulement : 1-800-635-7943 (Canada et É.-U.)
Télécopieur : 613-954-5779 ou 1-800-565-7757 (Canada et É.-U.)
Internet : http://publications.gc.ca

No. de catalogue : BT31-4/20-2007
ISBN 978-0-660-63426-5

FSC
Sources Mixtes

Ce logo décrit le papier FSC utilisé pour la couverture se
Le texte est imprimé sur un papier FSC contenan
100% de fibres recyclées après consommation

BUDGET DES DÉPENSES

Tribunal canadien des relations professionnelles artistes-producteurs

Rapport sur le rendement

Pour la période se terminant
le 31 mars 2007

Canada

ESTIMATES

Canadian Centre for Occupational Health and Safety

Performance Report

For the period ending
March 31, 2007

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of:

Part I – The Government Expense Plan provides an overview of federal spending and summarizes the key elements of the Main Estimates.

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before March 1.

Part III – Departmental Expenditure Plans, which is divided into two components:

1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail over a three-year period on an organisation's main priorities by strategic outcome(s), program activity(s) and planned/expected results, including links to related resource requirements. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the appropriation dependent departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are usually tabled on or before March 31 and referred to committees, which may then report to the House of Commons pursuant to Standing Order 81(7).

2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the appropriation dependent departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

Supplementary Estimates directly support an *Appropriation Act*. The Supplementary Estimates identify the spending authorities (votes) and amounts to be included in the subsequent appropriation bill. Parliamentary approval is required to enable the government to proceed with its spending plans. Supplementary Estimates are normally tabled twice a year, the first document in early November and a final document in early March. Each Supplementary Estimates document is identified alphabetically A, B, C, etc. Under special circumstances, more than two Supplementary Estimates documents can be published in any given year.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

©Her Majesty the Queen in Right of Canada, represented
by the Minister of Public Works and Government Services, 2007.

This document is available in multiple formats upon request.

This document is available on the TBS Web site at the following address: www.tbs-sct.gc.ca.

Available through your local bookseller or by mail from
Publishing and Depository Services
Public Works and Government Services Canada
Ottawa (Ontario) KIA OS5

Telephone: 613-941-5995
Orders Only: 1-800-635-7943 (Canada and U.S.A.)
Fax: 613-954-5779 or 1-800-565-7757 (Canada and U.S.A.)
Internet: http://publications.gc.ca

Catalogue No.: BT31-4/22-2007
ISBN 978-0-660-63427-2

FSC
Mixed Sources
Product group from well-managed forests, controlled sources and recycled wood or fiber
Cert no. SW-COC-789
www.fsc.org
© 1996 Forest Stewardship Council

This logo represents the cover stock only.
The text is printed on a different FSC stock made from 100% Post-Consumer Waste.

Foreword

Departmental Performance Reports are a key component in the cycle of planning, monitoring, evaluating, and reporting results to Parliament and Canadians. They are at the heart of accountability in government.

Departments and agencies are encouraged to prepare their reports according to the Government of Canada Reporting Principles (provided in the *Guide to the Preparation of the 2006–2007 Estimates* available at http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_e.asp). These principles are the conceptual foundation upon which the reports are prepared and they are consistent with current recommended public reporting practices.

Based on these principles, an effective performance report provides a concise, coherent, reliable, and balanced account of an organization's performance in relation to its plans and expected results. It focuses on results by reporting not only the activities and outputs achieved, but also the progress made towards achieving outcomes - the enduring benefits for Canadians and Canadian society. It sets performance in context, associates performance with plans and expected results (explaining any changes), and discusses the key risks and challenges that affected organizational performance. An effective performance report has strong linkages between resources and results to show what was achieved through the sound stewardship of public funds. It also reports on results realised in partnership with other governmental and non-governmental organisations. Finally, the report is credible because it uses objective, evidenced-based information to substantiate the performance reported.

This Departmental Performance Report, along with those of many other organizations, is available at the Treasury Board of Canada Secretariat Internet site: http://www.tbs-sct.gc.ca/est-pre/estime.asp. Readers seeking a high-level, whole of government overview of the federal government's contribution to Canada's performance as a nation should refer to *Canada's Performance 2006–07*, available online at the same Internet address. Structured around four broad spending areas (Economic Affairs, Social Affairs, International Affairs and Government Affairs), *Canada's Performance 2006–07* serves as a guide to the 90 Departmental Performance Reports and includes a whole of government view of actual spending as well as selected highlights from departmental and agency performance reports. The electronic version of *Canada's Performance* links to the relevant Departmental Performance Reports, which contain additional information on performance and resources.

The Government of Canada is committed to continually improving reporting to Parliament and Canadians. The input of readers is important to ensure that Departmental Performance Reports and other Estimates documents are enhanced over time.

Comments or questions can be directed to:

Results-based Management Directorate
Treasury Board of Canada Secretariat
L'Esplanade Laurier, Ottawa, Ontario K1A OR5

Canadian Centre for Occupational Health and Safety

Performance Report

For the period ending March 31, 2007

The Honourable Jean-Pierre Blackburn, P.C., M.P.
Minister of Labour and Minister of the Economic Development Agency of Canada for the Regions of Quebec

Table of Contents

Executive Summary 3

Section I: Departmental Overview 4
- A. The Message 4
- B. Management Representation 5
- C. Program Activity Architecture 6
- D. Summary Information 7
- E. Departmental Performance 10

Section II: Analysis of Program Activity Performance to Expected Results 16

- Easy Access to Occupational Health and Safety Information and Service 16
- Increased Awareness and Understanding of Occupational Health and Safety Issues in the Workplace 23
- Application of Occupational Health and Safety Information to Improve Workplace Practices 28
- Partial recovery of Costs from User Fees 36

Section III: Supplementary Information 38
- Financial Performance Overview 38
- Financial Summary Tables 38
- Summary of Voted Appropriations 39
- Comparison of Total Planned Spending to Actual Spending 39
- Historical Comparison of Total Planned Spending to Actual Spending 40
- Respendable Revenues 40
- Contingent Liabilities 41
- Other Information: Summary of Revenue, Expenses and Appropriations 42
- Other Information: User Fees 42

Section IV: Departmental Overview 43
- Mandate, Vision and Mission 43
- Objectives 43
- Guiding Principles 43
- Organization Composition and Chart 46

Section V: Other Items of Interest 48
- A. Contacts for Further Information 48
- B. Legislation Administered by Name of Department 49
- C. Key Reviews 49
- D. Audited Financial Statements 49
- E. List of Statutory Annual Reports 49
- F. Supplemental Information: Service Standards for External Fees 50

Executive Summary

CCOHS is a national centre dedicated to providing Canadians with access to information on workplace hazards and conditions to promote health and safety in the workplace and to enhance the physical and mental health of working people. The Centre was created to provide a common focus for and coordination of information in the area of occupational health and safety.

CCOHS is an independent government department managed by a Council of Governors comprised of representatives from labour, business and all levels of Canadian government. This unique governance structure helps to ensure that CCOHS remains independent and a trusted source of unbiased information for employers, workers and governments.

CCOHS seeks to improve workplace conditions and practices that enhance the health, safety and well-being of working Canadians through:

- Increased awareness and understanding of occupational health and safety issues in the workplace
- Application of occupational health and safety to improve workplace practices
- Easy access to occupational health and safety information and services.

This is accomplished through an extensive range of products and services to Canadians.

Through its relationships with international organizations, CCOHS is able to obtain up to date information for the benefit of Canadians. By using the internet as a key delivery methodology, more Canadians can be served efficiently. The Pandemic Planning and Healthy Workplaces portals are examples of providing Canadians with easy access to a wide range of useful information and resources. In addition, web based training is offered so that many more Canadians can be provided with high quality, consistent and inexpensive OHS courses. CCOHS continues to offer its Inquiries Service and publications as other methods of reaching workers.

CCOHS information is used extensively for a variety of purposes in the workplace, which may result in improved working conditions and ultimately reduction in occupational injuries and illnesses. Through ongoing performance measurement and periodic evaluations, the needs and satisfaction of our many stakeholders are measured.

CCOHS is exposed to the risk of changing technologies, foreign exchange fluctuations, changes in market conditions and varying demands of the public. As CCOHS must recover 50% of its budget through cost recovery, there are many risks for CCOHS. Managing a government program within this context is challenging given the many variables beyond its control that can have a negative impact on revenue outcomes. Given these risks, CCOHS proactively works towards increasing revenues through new product lines and updating existing information. Providing public services is the primary goal. This goal is served by carefully allocating the limited resources to provide Canadians essential information to help them prevent illnesses, injuries and fatalities.

CCOHS continues to take a leadership role in promoting the health, safety and well-being of working Canadians.

Section I: Departmental Overview

A. The Message

As Canada's national occupational health and safety resource, the Canadian Centre for Occupational Health and Safety (CCOHS) is uniquely equipped to provide leadership to help foster the much-needed shift to a more fully integrated health and safety culture.

As new challenges arise in our workplace, CCOHS works proactively to anticipate and respond to the ever-changing needs of Canadians. As part of the endeavour to address the emerging issues and needs of Canadians, CCOHS created a new addition to its collection of web portals. Our Pandemic Planning portal offers resources that can help businesses and workers and communities to plan and be better prepared for an influenza pandemic.

Healthy workplaces include providing a safe and healthy physical and psychosocial work environment for employees to prevent occupational diseases and injuries. In response to the increasing needs of Canadians, the Bringing Health to Work portal was developed by CCOHS to provide practical tools and resources.

CCOHS continues to increase its focus on education to help create safer workplaces by developing new offerings of e-learning and classroom courses. We work closely with our stakeholders to determine their learning needs.

The vision of CCOHS has not changed: to eliminate workplace injuries, illnesses and deaths, and that at the end of every working day, Canadians come home healthy and safe. CCOHS relies on its tripartite Council of Governors for vision, direction and support. CCOHS is governed with representation from labour, business and provincial, territorial and federal governments. This tripartite structure helps to ensure that CCOHS remains an independent and a trusted source of unbiased information for employers, workers and governments.

We are living in times of change and uncertainty as well as great opportunity. CCOHS will continue to take a leadership role in promoting health, safety and well-being of working Canadians. It is the fundamental right of all Canadians to healthy and safe workplaces.

S. Len Hong
President and CEO

CCOHS, Your Health and Safety Partner

B. Management Representation Statement

MANAGEMENT REPRESENTATION/DÉCLARATION DE LA DIRECTION
Departmental Performance Report 2006-2007/ Rapport ministériel sur le rendement de 2006-2007

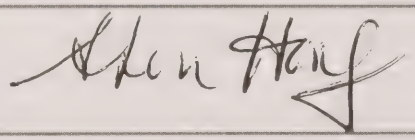
I submit, for tabling in Parliament, the 2006-07 Departmental Performance Report (DPR) for the Canadian Centre for Occupational Health and Safety.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's approved Strategic Outcome and Program Activity Architecture that were approved by the Treasury Board.
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada in the DPR

Name: Mr. S. Len Hong

Title: President and Chief Executive Officer



C. Program Activity Architecture

Strategic Outcome: Canadians will be provided with unbiased occupational health and safety information and services for the prevention of work-related illnesses and injuries.

Program Activity: Occupational health and safety information development, delivery services and tripartite collaboration.

The goal of this program is to provide free information on occupational health and safety to support Canadians in their efforts to improve workplace safety and health. Citizens are provided information through a free and impartial personalized service via telephone, e-mail, person-to-person, fax or mail. Alternatively they can independently access a broad range of electronic and print resources developed to support safety and health information needs of Canadians. This may include cost recovery products and services and is supported financially by contributions from various stakeholders.

CCOHS collects, processes, analyzes, evaluates, creates and publishes authoritative information resources on occupational health and safety for the benefit of all working Canadians. This information is used for education and training, research, policy development, development of best practices, improvement of health and safety programs, achieving compliance, and for personal use. When the products or services provided by CCOHS are used by identifiable external recipients with benefits beyond those enjoyed by the general taxpayer, a user fee is charged.

CCOHS promotes and facilitates consultation and cooperation among federal, provincial and territorial jurisdictions and participation by labour, management and other stakeholders in the establishment and maintenance of high standards and occupational health and safety initiatives for the Canadian context. The sharing of resources results in the coordinated and mutually beneficial development of unique programs, products and services. Collaborative projects are usually supported with a combination of financial and non-financial contributions to the programs by stakeholders and result in advancement of occupational health and safety initiatives.

D. Summary Information

The Canadian Centre for Occupational Health and Safety was founded by an Act of Parliament in 1978 with a mandate to promote health and safety in the workplace and to enhance the physical and mental health of working people.

The Canadian Centre for Occupational Health and Safety (CCOHS) operates under the legislative authority of the *Canadian Centre for Occupational Health and Safety Act S.C., 1977-78, c. 29* which was passed by unanimous vote in the Canadian Parliament. The purpose of this Act is to promote the fundamental right of Canadians to a healthy and safe working environment by creating a national institute (CCOHS) concerned with the study, encouragement and co-operative advancement of occupational health and safety.

Total Financial Resources (in thousands $)

Planned	Authorities	Actual
4,484	4,549	4,506

Total Human Resources

Planned	Authorities	Actual
96	96	90

Planned spending represents the amount authorized through the main estimates process. Authorities represents the total amounts authorized for the entire year, including the main estimates. The increase in total authorities represents funding received for compensation relating to collective bargaining. Details are provided in our annual report at: http://www.ccohs.ca/ccohs/reports.html

Departmental Priorities

CCOHS has one program activity; occupational health and safety information development, delivery services and tripartite collaboration, developed through one strategic outcome. The department's policies and activities are directed to achieving the following expected results:

Strategic Outcome: Canadians will be provided with unbiased occupational health and safety information and services for the prevention of work-related illnesses and injuries.					
Program Activity: Occupational health and safety information development, delivery services and tripartite collaboration.					
Expected Results (use appropriated funding for)	**2006-7 Priorities/ Commitments**	**Type**	**Planned Spending**	**Actual Spending**	**Expected Results and Current Status**
Easy access to occupational health and safety information and service	• Satisfaction with and ease of access and retrieval of OHS information from Inquiries Service, web access and other sources • Proactively identify new resources to meet Canadians current information needs • Expand content provided from the internet via OSH Answers • Enhance CCOHS' internet usability through improved technology and website design • Identify emerging high risk OHS issues and needs, and develop appropriate products/services to address the needs, such as guides, web portals and forums • Ongoing development and refinement of existing OHS products and services	ongoing	$1,121	$1,127	Results achieved

Increased awareness and understanding of occupational health and safety issues in the workplace	• Hosting national forums on key issues • Promoting healthy workplaces and OHS information through internet, training, conferences and presentations • Enhancement of website presentation and its searchability • Provide additional key resources on chemical health and safety • Increase content through partnerships such as the Canadian Health Network • Provide Health and Safety Report as an electronic newsletter delivered to Canadians via the internet • Develop internet chat group capabilities mechanism to assist Canadians to efficiently exchange ideas on health and safety	ongoing	$1,121	$1,127	Primarily achieved
Application of occupational health and safety information to improve workplace practices	• Increase workplace effectiveness through provision of health and safety management systems • Provide unbiased high quality OHS information • Improve application	ongoing	$1,121	$1,126	Results achieved

	in workplace through promotion of healthy workplace • Foster collaboration and exchanges in ideas through national dialogues, forums and conferences to increase applications in workplace and improve practices • Collaborate with education sector, youth groups, and partners to expand and improve teaching health and safety in the school system				
Partial recovery of costs from user fees	• Sale of products and services that meet the objective of improving health and safety in the workplace • Increase revenues in new product lines	ongoing	$1,121	$1,126	Result achieved

E. Departmental Performance

CCOHS has one program activity (PAA), occupational health and safety information development, delivery services and tripartite collaboration.

The Act to create the Canadian Centre for Occupational Health and Safety (CCOHS) was based on the concept that all Canadians have "... a fundamental right to a healthy and safe working environment." A national centre would be an essential requirement to enable people to exercise this right everywhere in the country, a concept launched and supported by stakeholders across Canada. The resulting Act in 1978 had unanimous support from every federal party.

The primary goal of CCOHS is to provide Canadians with access to information on workplace hazards and conditions – a goal firmly entrenched in the CCOHS mandate.

The Centre was created to provide a common focus for and co-ordination of information in the area of occupational health and safety. Prior to 1978, Canada was the only major industrialized nation that did not have a central body for this task. Given the large, diverse and multi-jurisdictional aspects of Canada, such a service is essential. Its key stakeholders, government (all levels), employers and labour work closely with CCOHS to promote occupational health and safety, and to foster consultations and co-operation with the mutual goal of reducing or eliminating occupational illnesses and injuries.

The stakeholders participate actively in the governance of CCOHS making it unique as a tripartite organization that helps ensure its programs and services are unbiased, credible and meet the on-going needs of Canadians.

Further information about the strategic direction of CCOHS is located in Section IV.

While directly attributing reductions in injuries and illnesses to CCOHS programs is not feasible due to many variables affecting this outcome, independent evaluations of our services indicate wide spread use of CCOHS information to effect change in workplaces. The extensive use of this information may result in reductions in injuries and illnesses throughout.

The table below compares data on occupational injuries and fatalities for 2005 and 1970. There have been significant reductions in injuries and fatalities relative to numbers of workers but the numbers remain unacceptably high. The reductions likely result from a variety of factors including changing technologies, better educated workers and industry initiatives together with occupational health and safety policies and programs, including the activities of all the stakeholders, their partners and CCOHS.

Occupational Injuries and Fatalities in Canada

Year	Employees (millions)	Injuries	Fatalities	Injuries per million workers	Fatalities per million workers
1970	7.03	301,653	918	42,909	131
2005	16.17	337,930	1,097	20,899	68

Source: Work Injuries and Diseases National Work Injuries Statistics Program, Association of Workers' Compensation Boards of Canada, Canada 2001-2005 and Labour Force Survey 2005, Statistics Canada.

Research indicates that there are significant benefits of reducing workplace risks and the benefits are more than four times higher than earlier estimates. More specifically, the Gunderson and Hyatt estimates suggest that the benefits to society of reducing the risks that

would lead to one fatality are as high as $13 million while the benefits of reducing the risks that would lead to one non-fatal injury are approximately $20,000.[1]

The consequences of occupational injuries can be appreciable: lost work time and income, medical expenses, compensation costs, possible long-term health problems or disability, and a burden on the family of the injured worker[2]. To continually reduce these losses, the focus has progressed to the prevention of occupational diseases, illnesses, injuries and fatalities. Workplace wellness is also important for the overall health of Canadian workers. These risks are documented in recent data collected by the 2003 Canadian Community Health Survey (cycle 2.1) that shows increased risks due to wellness issues such as stress, healthy weight, smoking, drinking and chronic health conditions.

As a national institute, CCOHS undertakes a wide range of activities to achieve its objectives. These activities include the following:

- The provision of technical documents, data and related safety information to workers, workplaces and the health and safety community, Canadian workplace communities and the education system. An important element of this activity is to improve the coordination of the flow of occupational health and safety information.
- The promotion and evaluation of research on occupational health and safety issues.
- The provision of expert advice and training in occupational health and safety.
- Participation in meetings and conferences to contribute to improving prevention of safety and health problems.
- Other activities consistent with the mandate of promoting improved health and safety in the workplace and the physical and mental health of Canadian workers.

Maintaining the good health of Canadians is an important goal for Canada. Workplace health is an essential component of overall health. CCOHS contributes to Canada's goal of a healthy population, sustainable development, safe communities, and Canada's role in the world. CCOHS works closely with labour, business and all levels of government to establish high standards for occupational health and safety, to foster consultation and co-operation, and reduce or eliminate occupational hazards.

CCOHS contributes to the priorities of Canada as outlined in *Canada's Performance* in the following ways:

---

1 Gunderson, Morley and Douglas Hyatt (2001) "Workplace Risks and Wages: Canadian Evidence from Alternative Models" *Canadian Journal of Economics*, v. 34, no. 2, May.

2 Kathryn Wilkins and Susan G. Mackenzie, "Work Injuries" *Health Reports*, Vol 18 No. 3, August 2007, Statistics Canada, Catologue 82-003

Healthy Canadians

- Occupational diseases, illnesses and deaths are serious health risks faced by Canadians. "These findings serve as a reminder that despite recent improvements, large numbers of workers are still being injured, and the risks are unevenly distributed within the workforce."[3] Well over half a million Canadian workers were injured on the job in 2003. The government plans to strengthen our social foundations by improving the overall health of Canadians starting with health promotion to reduce the incidence of avoidable disease. One of the most effective strategies in reducing ill health is prevention of the causes. CCOHS' primary role is to support Canada's capability to improve prevention of work-related illness and disease by providing information and knowledge to enable Canadians to identify hazards and minimize or eliminate risks in the workplace and assist them to address issues and take remedial action. CCOHS advocates improvements in workplace health in the public and private sectors to improve the health of Canadians. Details of specific projects are noted throughout this report and in our annual report.

  CCOHS contributes to the goal of healthy Canadians through its work with the Canadian Health Network (a Health Canada initiative) as the lead for the workplace health affiliate. CCOHS' pubic forum on occupational diseases supported this government priority. http://www.ccohs.ca/headlines/text59.html. Our upcoming forum on Emerging Health and Safety Issues from Changing Workplaces http://www.ccohs.ca/events/forum07/ will further stimulate awareness on important health and safety issues.

  In addition, CCOHS delivers web portals "Pandemic Planning" and "Bringing Health to Work". The goal of these websites is to develop and provide information, tools and resources and make it easily available to help employees, employers and practitioners participate in making their workplaces healthy and safe.

Canada's Role in the World

- CCOHS contributes to greater collaboration among nations to promote the sharing of information and knowledge for social and economic programs relating to health and safety to reduce injuries and illness and improve conditions for workers. CCOHS participates in promoting and supporting occupational health and safety initiatives with global organizations such as the Pan American Health Organization (PAHO), World Health Organization (WHO) Collaborating Centres in Occupational Health, International Labour Organization, and the European Agency for Safety and Health at Work. CCOHS also participates in representing Canada at the Tri-National Working Group of Government Experts in Occupational Health and Safety. Details of various projects can be found in our annual report at: http://www.ccohs.ca/ccohs/reports.html

3 Kathryn Wilkins and Susan G. Mackenzie, "Work Injuries" *Health Reports*, Vol 18 No. 3, August 2007. Statistics Canada, Catologue 82-003

Sustainable Development

CCOHS provides extensive information on chemicals and their impact on health and the environment. CCOHS is a major source of information and is used by government regulators and the chemical industry, manufacturing industries and most sectors of the economy and many citizens. Environmental management is the shared responsibility of federal, provincial/territorial and municipal governments, and includes the participation of individuals, community groups, non-governmental organizations (NGOs) and businesses. While federal departments and agencies share the responsibility of environmental management with other stakeholders, environmental issues at the international level are mainly the responsibility of the Government of Canada. [4]

Risks and Challenges in Delivering Services

CCOHS is a national centre dedicated to providing Canadians with access to information on workplace hazards and conditions to assist all Canadians to reduce injuries and illnesses. While it is not possible to establish the number of injuries, illnesses and deaths prevented directly as a result of CCOHS programs, its reach and impact can be measured. As many factors influence these variables, determining the independent impact of CCOHS is not feasible. The extent of improvements in workplace conditions, attributed by users to the information disseminated by CCOHS, is used as a proxy measure of the health and safety impact of CCOHS. The analysis in our latest evaluation found that the intended effects on workplace conditions do occur. [5]

CCOHS measures client satisfaction on a continuous basis throughout the year. The measurement tools were developed as a result of a baseline client satisfaction survey completed in 2004. This information was used to develop service standards based upon client expectations. We also measure reach and impact through our ongoing performance measurement. Measuring the relevance of the program and the effectiveness and efficiency of the program given the mandate is more difficult task and requires objective evaluations. Given the small size of CCOHS, evaluations are conducted every 3 to 5 years. The latest evaluation was completed in 2005.

Generating 50% of its funding base through the sale of products and services is an increasingly difficult challenge for CCOHS. The results of sales are impacted by the change in the US dollar as all international sales are in US dollars. Over the past 5 years, this has resulted in a decline of approximately $250,000 in revenue from foreign exchange alone due to the decline in value of the US dollar. When CCOHS' funding was last reviewed, the exchange rate was 1.52 for every US dollar compared with $1.04 in 2007. We have not been able to generate additional sales to offset this loss of revenue.

---

4 Canada's Performance 2004

5 CCOHS Program Evaluation and Performance Measurement Study, 2005

Sales of traditional databases that were once a primary source of income for CCOHS have declined steadily over the past several years. With this trend, it became evident that CCOHS would not be financially viable without replacement income. CCOHS addressed this situation with the development of e-learning courses and also with customized MSDS management services.

The availability of free information on the internet continues to strain CCOHS ability to generate sales from information products. It is difficult to balance the role of providing a free of charge public service with our need to generate funds through cost recovery. When operating in a government environment it is difficult to achieve financial success, as the goal of helping people does not always coincide with the demands of seeking a fee for products and services. The need to generate 50% of its funding base consumes a significant amount of resources that must be shared for providing public services.

CCOHS products are information based, which results in substantial fixed costs associated with developing and maintaining information databases. It is necessary to continually upgrade the infrastructure and content in order to provide a comprehensive and efficient delivery of cost recovery products and services, and efficiently provide free information from the Inquiries Service and the website. Keeping information current and credible is very labour intensive but crucial to ensure the mandate of CCOHS. Information, secured from other sources, for CCOHS' information infrastructure and product development, frequently requires payment of royalties and CCOHS is at risk from decisions being made at other organizations.

While the internet allows CCOHS to reach a broad audience, it is also a risk factor. Information is available from many sources, although they may not be reliable. The general public may not be aware of the credibility of various sources. CCOHS seeks to distinguish itself as an unbiased source of trusted and reliable information.

The needs of clients and stakeholders also change on an ongoing basis. This results in new requirements for health and safety that must be addressed. CCOHS strives to serve these additional needs on an ongoing basis with the fixed resources available.

Section II Analysis of Program Activity Performance to Expected Results

Measuring the direct relationship between CCOHS programs and reductions in injuries and illnesses is not possible due to the many variables that would influence the results. This is the case with most organizations that provide information to effect social change. We can however measure the reach of the programs and gain information on how the information is used.

It is known that the use of appropriate information on occupational health and safety will reduce risks. Our evaluations confirm that there is widespread use of CCOHS information in the workplace and that CCOHS' products and services have direct application. The evidence to support this includes survey data from customers, users of the Inquiries Service, users of the web site and key informant interviews. Details on the surveys and links to the reports are included in Section V. According to the evaluation, although these data cannot be linked to accident or illness data, the widespread and frequent use of CCOHS information implies that there will be important workplace impacts. "The evaluation has generated substantial data on the use of CCOHS. There can be little reasonable doubt about its widespread use."[6]

Another measure of effectiveness is value for money. The evaluation reports that there is good value for money from CCOHS and the investment of public dollars and cost-recovery funds is cost-effective. The savings in time costs for health and safety professionals and workers in general who would have to access information in other ways is substantial. The evaluation states that, "it is our assessment that CCOHS produces very large quantities of useful information for a relatively modest public expenditure."[6]

In order to ensure a high level of service, CCOHS seeks feedback from its clients and stakeholders on an ongoing basis. This information helps to improve service, identify needs of stakeholders and identify information needs.

Expected Result: Easy Access to Occupational Health and Safety Information and Service

Total Financial Resources (in thousands $)

Planned	Authorities	Actual
1,121	1,137	1,127

Total Human Resources

Planned	Authorities	Actual
24	24	23

6 CCOHS Program Evaluation and Performance Measurement Study, 2005

CCOHS strives to provide easy access to occupational health and safety information and services. A broad range of products and services is available to the public ranging from our Inquiries Services, OSH Answers web service, publications, various web portals and various information products. Content is continuously reviewed, updated and developed to meet the ever-changing needs of the public. User needs are identified through various methods of contact and sources of information.

This area is also subject to risks in delivering these services. The Inquiries Service is partially funded by voluntary contributions from most Canadian provinces and territories. These funds are subject to the political changes and financial constraints in their respective jurisdictions, which change frequently. Contributions from these stakeholders are made to support the Centre, which is a federal entity.

Another risk in delivering this service is the vast amount of information available over the Internet. To address this area, CCOHS continually expands its internet presences and develops partnerships with credible information resources. Establishing CCOHS, as a trusted and reliable source of information and by keeping content relevant to user needs directly addresses this risk.

Inquiries Service

15,088 inquiries are personally answered annually through this free and confidential bilingual Inquiries Service center, in addition to the 6.5 million answers provided through the CCOHS website

The CCOHS Inquiries Officers are a team of specialists in occupational health and safety and information retrieval. They access all CCOHS publications, worldwide databases, and an extensive in-house library to provide up to date and relevant answers to Canadian inquiries. Over 6.5 million inquiries were answered through the CCOHS internet service "*OSH Answers*". By directing routine questions through the self-serve web site, information is available 24 hours a day, 7 days a week to Canadians. Specialists in workplace health are available through a free of charge telephone service or e-mail to assist Canadians with more complex questions. This service is confidential and is promoted throughout Canada by the Centre and its stakeholders through various means, such as health, safety and wellness trade shows, the World Wide Web, the blue pages, and the Centres literature. During 2006-7, this service provided responses to 15,088 calls in inquiries through its direct service.

The Inquiries Service is available to answer Canadians through its telephone service, e-mail, fax and internet. The Inquiries come from a variety of sources. This free service is essential to ensure that Canadian workers have access to information that enables them to exercise their right to a healthy and safe workplace. The service is equally important to employers to provide a safe environment and for government to assist with their role in the workplace.

A recent Customer Satisfaction Research Report indicates that clients find the overall quality of the service, the usefulness of the information and the relevance of the information to be the most important to them. With this knowledge, CCOHS can focus efforts in these areas of information delivery. The study also measured client satisfaction on various service attributes. Overall, the Inquiries service resulted in 84% of survey respondents being

either satisfied or very satisfied. The complete details are available at http://www.ccohs.ca/ccohs/reports.html. Approximately 74% of users' use of information relates to either current or future changes to the workplace that may result in improved workplace health and safety.

As part of CCOHS' commitment to maintaining high quality service standards and seeking input from our clients, ongoing measurement of client satisfaction has been developed. We also track information on the reach and impact of the program.

Recent Inquiries users reported how information obtained from CCOHS was used. The most common are:

- Assist in complying with occupational health and safety regulations
- Use with workplace health and safety committees
- Personal use or information
- Health and safety programs or policies development and improvement
- Education or training purposes
- Develop best practices
- Keep current on health and safety developments
- Academic or other research purposes
- Gather information on workplace chemicals
- Assist in developing legislation or standards
- WCB claims
- Preparing a Material Safety Data Sheet.

Our reporting generally records contacts with clients as one. However, we know from past surveys that information is shared with many co-workers and others. CCOHS has requested this information in its continuous client feed back form. The results show that the reach of CCOHS is extensive.

"You spent a lot of time on this. Thank you very much for your help. This information is very good and we intend to use it in our safety meetings and tool safety program. Not many people would take the time to provide this kind of detailed information. Thank you,"

"Excellent service, received supporting information by e-mail within days. Person who answered my call listened patiently and answered all my questions and concerns. First rate employee."

Inquiries respondents were asked how many individuals within their organization access the information provided by CCOHS. These answers showed substantial use:

- 11% indicated more than 500 individuals did benefit or share CCOHS information in their organization
- 16% shared CCOHS information with up to 499 individuals
- 37% shared CCOHS information with up to 99 individuals
- 25% shared CCOHS information with up to 4 individuals.

While the contact with the client is counted as one, the sharing of information results in over 1.5 million being impacted by CCOHS information, based upon the above percentages.

Clients also reported that 58% reported that their use of CCOHS information relates to current or future changes to the workplace that may result in improved occupational health and safety. This is based upon requests for feedback issued 2 weeks after receipt of information. Previous evaluations showed that 74% reported the information relates to current or future changes in the workplace when surveying clients within the previous nine months. The variance is attributed to the length of time the respondents had access to the information.

CCOHS' 2007 client feedback indicates high satisfaction ratings for understanding, timeliness, completeness, usefulness, clarity and courtesy. Satisfaction survey is sent two weeks after the client has been sent their information. In 2007, CCOHS has a 22% response rate, which is typical for this type of survey.

Inquiries Service Satisfaction Survey
April 1, 2006 to March 31, 2007

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	not applicable
Has staff understood your question?	4.3%	3.9%	5.6%	26.3%	58.5%	1.3%
Time required to receive the response	5.4%	4.3%	7.7%	29.2%	52.4%	1.0%
Completeness of the response received	5.5%	5.8%	8.9%	27.3%	51.4%	1.0%
The usefulness of the information	7.3%	5.8%	9.3%	25.8%	50.6%	1.2%
The clarity of the response	4.8%	4.0%	8.0%	27.7%	54.2%	1.2%
The courtesy of the staff	3.7%	0.1%	2.1%	16.6%	72.5%	4.9%
Overall, your satisfaction with the response	6.0%	6.4%	6.0%	24.3%	56.3%	1.2%

The survey also shows that satisfaction would increase in some cases if the information were provided on a timelier basis. This feedback is being used to help improve identification of urgent requests and respond accordingly. This includes improved communications to the client when specialized responses require additional time to complete. The client is advised of this at the time the question is received so their expectations can be met. The survey results also indicated a lack of understanding with information being provided to the client. While the answers were included in the documents sent, the clients had difficulties extracting this information and applying it directly to their question. With this in mind, summaries are being added to the cover letter to assist the client with interpreting the information and applying it directly to their question. The

satisfaction with clarity of the response will be closely monitored to see if this change improves the results in future years.

One of the unique features of the Inquiries Service is that telephone calls are answered directly by a highly skilled Inquiries Officer. The needs of the caller are more accurately assessed by this method so the most useful information can be provided. Callers are pleased they have direct access to assistance from one person rather than redirected from one person to another person or to a lengthy voice mail system. The satisfaction levels for courtesy are very high.

One measure of reach is monitoring requests for copyright publication. In 2006-7, 92 requests were received for copyright publication. As a result, information was duplicated over 400,000 times and potentially shared with many more individuals. The organizations included government departments, companies, unions, health care organizations and educational institutions.

CCOHS provides current information on areas of concern to Canadians. In 2006-7 Canadians were concerned about issues such as chemicals and reproductive hazards, ergonomics, indoor air quality, occupational cancer, avian flu, and a large number of questions regarding harassment, bullying and violence in the workplace.

Workers are the primary users of the Inquiries Service again this year, making 33% of the total inquiries received. Another 28% of the questions originated from employers, 2% from government (as legislators and enforcer), and 37% from non-affiliated professionals.

OSH Answers

OSH Answers is a bilingual web-based information service, which covers over 670 topic areas in occupational health and safety.

Over 6,000 questions and answers are on the website, which answered over 6.6 million inquiries on health and safety this year.

OSH Answers covers many topic areas in occupational health and safety. The information is presented in a Question-and-Answer format and the topics are based on questions that the Inquiries Service has received over the past 28 years.

The most popular documents subjects include:

- diseases, ergonomic and repetitive strain injuries, topics such as Ganglion cysts, Carpal Tunnel Syndrome, Raynaud's phenomenon, legionnaires' disease, and Methicillin Resistant Staphylococcus Aureus (MRSA)
- Stress in the workplace
- Personal Hygiene documents such as Hand Washing: Reducing the Risk of Common Infections, and Universal Precautions

- Bullying, and Violence in the Workplace
- Shift work
- Legislation issues such as, due diligence
- Chemical information such as what is an LD50? WHMIS
- Microwave ovens
- Office Ergonomics- various documents (how to buy/setup a chair, stretching, etc.)
- Seasonal subjects such as Extreme Hot and Cold Temperature Conditions, Maximum Temperature Limit for Working, and Driving Tips for Winter

The Inquiries Service started the OSH Answers with question-and-answer (Q&A) documents on various hazards - biological, chemical, ergonomic, physical (noise and radiation) and other safety hazards found in workplaces. We also answer questions about the diseases and injuries that can result from the hazards people are exposed to or the risks from the work activities they do.

Other work-related issues on OSH Answers are safety programs, accident and injury prevention, personal protective equipment (PPE), occupational health and safety legislation including WHMIS (right-to-know legislation). OSH Answers will cover more and more topics as it continues to grow and evolve to serve the needs of Canadians.

The target audiences for the OSH Answers are the workers, managers, supervisors, joint health and safety committee members who are the "end users" of the information in the workplace. The internet has played a key role in helping CCOHS to reach millions of Canadians since this service was established several years ago. Workers are the primary users of the Inquiries Service followed by employers and professionals. In 2006-7, CCOHS successfully reached approximately 2.5 million inquirers and responded to over 6.6 million questions, through OSH Answers.

In order to meet the changing needs of Canadians, CCOHS' information resources are continually reviewed and updated. OSH Answers updated 32 OSH ANSWERS and added 12 new documents. A customized survey will be completed in 2007 to identify and further assess the reach and impact of CCOHS information. Existing OSH Answers are being reformatted and reorganized to increase an ease of use for visitors.

In our 2005 evaluation, website users were asked how many people in their organization could or would benefit from CCOHS' information. 23% of respondents indicated that 1-10 persons would benefit, 32% said between 11 and 100 persons, 18% said 101 to 500 persons would benefit and 17% said that more than 500 would benefit. Information was being used most for the following:

- Resolving workplace issues
- Improving health and safety programs
- Developing best practices
- Complying with occupational health and safety regulations
- Providing information for health and safety education or training purposes.

CCOHS' goal to satisfy inquiries users and to share as much information as possible in order to affect change in Canadian workplaces is being achieved. Overall the number of visitors increased by 8% and the number of times OSH Answers was accessed increased 6% from the previous year. In order to make the service more accessible, selected OSH Answers are being offered in Spanish. Usage of the Spanish language has grown to 38,000 hits per month from over 3,000 unique users.

CCOHS provides products and services in various formats to serve the needs of Canadians. Information is available in paper copy, internet, intranet, web, compact disc formats and DVD. Electronic delivery of information is presented in highly useable and searchable formats to serve the client. CCOHS provides many databases and other information sources within its product line.

New publications are produced to meet the expressed needs of Canadians.
Publications are an inexpensive method of getting specialized information directly to workers to be used at the worksite.

Health and safety guides inform people of workplace hazards to reduce risk and help prevent injury, and are designed for use on-the-job as reference tools and information sources. Over 80,000 of these guides have been distributed. New and revised publications are developed each year to meet the needs of Canadian workers. In 2007, the newest guide, *Health and Safety for Custodial Workers* was published. Two other guides were updated. Each year over 20,000 copies of various guides are sold throughout Canada.

In our recent evaluation, of the clients who purchased CCOHS products and services, 77% said that their use of CCOHS information relates to current or future changes to the workplace that may result in improved occupational health and safety. In terms of the overall importance of CCOHS in meeting the health and safety needs of their organization, 78% of respondents said that CCOHS was either very important or important.[7]

CCOHS recently began measuring its client satisfaction with the delivery of services relating to products. The survey was sent to clients contacting customer service for information, service requests and product orders or technical support. We measured their satisfaction with five service elements, similar to the common measurement tool. Client satisfaction was extremely high with an overall average of 88%. Most clients had one contact (66%) and 2 contacts (21%) to receive what they wanted. This is in line with client expectations as outlined in our 2004 Client Satisfaction Survey. Clients stated they received what they needed in 87.3% of the time and part of what they need 6.7% of the time.

7 CCOHS Program Evaluation and Performance Measurement Study, 2005

Expected Result:

Increased Awareness and Understanding of Occupational Health and Safety Issues in the Workplace

Total Financial Resources (thousands $)

Planned	Authorities	Actual
1,121	1,138	1,127

Total Human Resources

Planned	Authorities	Actual
24	24	23

CCOHS' goal is to increase awareness and understanding of occupational health and safety issues in the workplace. This is accomplished through many means of public promotion, training, web information, partnerships and information delivery.

The risk in achieving this goal is directly impacted by the financial and human resources available. This includes funding and cost-recovery to generate the required funding. CCOHS also relies on partnerships with many other organizations and therefore relies on funding and other resources to achieve this goal. Some of the primary programs to increase awareness and understanding are highlighted below.

The Canadian Health Network (CHN) is a bilingual Internet- based health information service that ensures that Canadians have access to trustworthy information on health promotion and disease prevention. Developed in partnership with Health Canada, CHN is built on a "network of networks" with over 600 health information providers contributing resources.

CCOHS has been involved in the Canadian Health Network (CHN) since 1999. It is

- A not for profit internet-based health information service
- A website that ensures that Canadians have access to trustworthy information on health promotion and disease and injury prevention by showcasing only high-quality, reliable, non-commercial resources.
- Developed in partnership with the Public Health Agency of Canada.

CHN is built on information providers and network contributors with over 1,600 health information providers contributing resources. It is the first national government and non-government partnership of its kind in the world. CHN features information on 27 major health topics and demographic groups including Workplace Health.

CCOHS was selected as the affiliate partner because:

- We are a trusted, credible organization that can bring together existing Workplace Health expertise and proven information sources
- We have successfully delivered Workplace Health information to Canadians for over 27 years.

As the affiliate partner, CCOHS is responsible for:

- Leadership and content expertise on Workplace Health

Developing and supporting a growing network of over 80 organizations providing workplace health and wellness issues

Researching high-quality, reliable, non-commercial resources. Currently there are almost 1700 resources in English and French in the collection.

In 2006 a CHN Workplace Health user survey indicated that

- Workplace stress/mental health at work is the leading topic of interest.
- Most visitors are finding information 'often' at the workplace section that satisfies their information needs.
- An overwhelming 95% of respondents indicated they would refer the Workplace Health section to family, friend or colleagues.
- The top three categories of respondents were: workplace health and safety practitioners, workers, and workplace health promoters.

CCOHS promotes CHN, at meetings, conferences, by delivering presentations and through publication of workplace health and CHN articles. An e-bulletin, Health@work/Sante@u travail, is distributed to more than 830 subscribers. CHN and CCOHS are also prominently featured in the Resource Well of Canada's Healthy Workplace Week website. CCOHS is responsible for updating and maintaining the Resource Well.

The Health and Safety Report, CCOHS' free e-newsletter, is an initiative that increases impact of Canadian workplace health and safety. In addition to providing relevant content, the Report is regularly and widely reproduced by organizations to enhance their health and safety educational and information efforts.

This service, launched in January 2003, has a distribution of 16,325 subscribers in more than 100 countries (as of Mar 31/07). This represents 40% growth in subscribers from the previous fiscal year. Beginning in January 2006, the Report includes icons in the sidebar linking to OSH Answers and the Bringing Health to Work portal. It is expected that this will help drive traffic to CCOHS' website and promote the free public services CCOHS provides to advance the improvement of workplace health and safety in Canada.

In the February 2007 readership survey, the Report received a

- 98.4% overall satisfaction rating
- 69.4% of the respondents being "very satisfied"
- 68% have used the information occasionally or frequently for training

- 51% use it for their own resources or their own organization's newsletter, occasionally or frequently
- 74% say they share the report with 4 or more people, and 14% of respondents share it with 50 or more people
- The survey also indicated that a third of the readers print the Report and use the information within to develop health and safety policies and procedures, for training purposes and as a resource for their own newsletters, bulletin boards and employee orientation kits
- 83.7% of respondents say they use the information to make the workplace safer
- 88% say the find the information provided helpful

Seventy-five percent of the respondents to the survey replied that they will or are planning to use the information in the Report to make changes that may improve health and safety in their workplaces. As the readership of the Report continues to grow, so does CCOHS' commitment and efforts to increase outreach and provide credible, useful information that could help prevent work related injuries and illnesses. This is a cost effective method of reaching many Canadians on important health and safety issues. Results show that readers value this service and do use the information in the workplace for improvement.

Subscriptions to this free service can be submitted to:
http://www.ccohs.ca/resources/communications/mailinglists/enews.html .

As part of its awareness campaign, CCOHS also promotes the National Day of Mourning, to remember the occupationally caused deaths, and ill or injured workers, and to give employees and employers an opportunity to publicly renew their commitment to improve health and safety in the workplace. Promotions include a website presence, national media releases, a memorial event, a banner headline and promotion through the Health and Safety Report. While overall access was low, there was a 60% increase in the users of the web site. A free poster was also created and 2,944 copies were distributed, a 93% increase from previous years.

Awareness campaigns also include participation in The North American Occupational Health and Safety Week. http://www.naosh.org/ This included offering live webinars, hosting the website and participating in the national NAOSH Canadian launch event.

CCOHS seeks ongoing feedback from its stakeholders as part of its role to deliver independent and unbiased services. Through its evaluations, the level of satisfaction in the quality and impartiality of the centre is reviewed. In addition, CCOHS utilizes tripartite participation in the review of new programs, products and services to provide objective advice for the relevancy, credibility of new unbiased products and services. This has been invaluable in the development of e-learning courses and publications. The Council of Governors, composed from representatives of labour, business and governments, assures that CCOHS is independent and operates as a tripartite organization. The Council meets three times a year to review operational plans and provides input from its constituents. All

Governors are volunteers representing most provinces and territories throughout Canada, major employer groups and labour unions.

In the 2005 evaluation, the key informant interviewees reported that CCOHS has a strong reputation within Canada. OHS experts, professional leadership, unions, workers and employers with health and safety committees tend to be quite familiar with CCOHS. The high level of awareness was attributed primarily to CCOHS' own efforts and from partnerships with other organizations and the high level of visibility maintained by CCOHS executive. Respondents also noted that CCOHS does a good job of synthesizing research findings into unbiased information products that are useful and easy to understand for health and safety professionals, employers and workers alike.[8]

The satisfaction of the stakeholders is also demonstrated by the many collaborative projects completed throughout Canada. Details are available in our annual report http://www.ccohs.ca/ccohs/reports.html .

The support of various levels of government and industry for CCOHS can be demonstrated by various collaborative projects, which were led by CCOHS during the year. Some of the initiatives include:

- Pandemic Planning Web Portal: this portal was developed to provide credible, single source of practical pandemic information and planning resources for Canadian businesses and workers. This was funded by HRSDC.
- Public Policy Investigation on Occupational Health and Safety of Migrant Labourers in Chongqing, China: a project to address the issues of injury prevention and insurance for migrant workers. This project funded by CIDA will enable members of the organizations to learn from Canada about our experience in workplace health and safety and insurance of new and migrant workers. They will also use the Canadian experience to help improve the local legislation of Chongquing.
- National Young Worker Web Site: In collaboration with the Canadian Association of Administrators of Labour Legislation (CAALL) this web portal was designed to help prevent injuries and illnesses to new and young workers by assisting them to find relevant health and safety information. It provides a one point access to information from all Canadian jurisdictions on young workers OSH issues, for young workers, teachers and parents. The site can be viewed at www.jobsafecanada.ca. In fiscal 2006-7, 24,472 visitors accessed this site more than 207,477 times.
- Canadian Health Network: Workplace Health Affiliate http: www.ccohs.ca/headlines/text59.html This includes extensive partnerships with numerous health organizations to keep Canadians informed of their health.
- WorkSafe Saskatchewan website was developed in collaboration with the Saskatchewan Labour Department as an information resource to help prevent

8 CCOHS Program Evaluation and Performance Measurement Study, 2005

workplace injuries and illnesses. Content expanded to include workplace health, mental health, fragrances and indoor air quality. In 2006, over 270,000 website sessions were logged. Satisfaction indicators suggest that this information is shared in the workplace and used to improve workplace health and safety.

- Prevention Practices database and OSH for Everyone Ontario: a development for the Workplace Safety Insurance Board of Ontario reached an average of 22,000 visitor sessions viewing 62,000 – 79,000, monthly. The prevention practices website averages 6,500 visitors per month.
- Transport Canada: the Marine Inspectors' Bookshelf was created for those working in remote areas without internet access to assist inspectors carry out their duties. Over 300 Transport Canada Marine Inspectors use this.
- Enhancement of Occupational Health and Safety in Brazilian Industry: CCOHS is leading the development of an OSH information portal appropriate for workplace participants in Brazilian industry.
- Customized courses for private companies and government organizations.
- Presentations and representation at various conferences and events for labour, business and government throughout Canada.
- Bringing Health to Work Web Portal Service: provides Canadian employers, employees and practitioners easy access to a comprehensive range of credible resources and practical tools for creating and promoting healthy workplaces. Statistics indicate 25,002 visitors accessing the portal 42,429 times for English-language information and 6,646 visitors accessing 10,252 times for French language information.

Information about these and other collaborative projects is included in our annual report. The continued support of government, business, and all levels of government is a strong indicator of satisfaction with CCOHS.

CCOHS is recognized as a world leader in the advancement in occupational health and safety. This can be demonstrated by CCOHS' development of the IPCS INTOX program, for the World Health Organizations (WHO), International Programme on Chemical Safety (IPCS). It provides an integrated operational system, consisting of a databank and software, used at Poison Centres around the world to manage information on poisonings. Another project is the IPCS INCHEM, also produced through co-operation with the WHO. The program consolidates information essential for the sound management of chemicals that affect the environment and human health. IPCS INCHEM is an authoritative source of chemical related health, safety and environment reports from inter-governmental organizations.

This information has been released free of charge to enable access to people from developing countries. This service compiles chemical-related health, safety and environment documents and databases from several international organizations. On average, 182,000 unique visitors from 170 countries per month visit this site. A recent

survey found that 90% of respondents felt the INCHEM service was useful. The wide spread global use indicates the need for this program.

IPCS INCHEM has achieved worldwide recognition for its high quality service, disseminating authoritative and peer-reviewed publications from trusted intergovernmental organizations to help prevent workplace injury and illnesses.

IPCS INTOX is a collection of documents aimed at those working poison centers or who are involved in the diagnosis and managementof poisoning or in dealing with the health aspects of chemical incidents. On an annual basis 67,500 unique visitors from over 145 countries accessed information last year. INTOX documents were accessed more than 2.4 times last year. Many users rely on this information for primary care relating to chemical exposures and poisonings.

CCOHS' skills and expertise in information development and knowledge transfer are also recognized internationally. CCOHS is a member of a consortium of Canadian public and private sector organizations which formed a Brazilian-Canadian partnership to address occupational health and safety needs within selected industrial sectors in small and medium sized enterprises in Brazil. CCOHS is leading the development of an OSH information portal appropriate for workplace participants in Brazilian industry and conducting training to health professionals.

In our last evaluation, respondents in the key informant interviews reported CCOHS is perceived as one of the world's leading sources of OHS information, with a higher level of recognition than many other OHS national institutions.

The report also states that "by providing accessible information products that synthesize recent research including international research sources (e.g. WHO, UN) CCOHS has clearly increased the amount of information available, and has therefore contributed to the growth of knowledge of OHS"[9]. The international relationships have enhanced the availability of information to benefit all Canadians.

Expected Result:

Application of Occupational Health and Safety Information to Improve Workplace Practices

Total Financial Resources ($ thousands)

Planned	Authorities	Actual
1,121	1,137	1,126

Total Human Resources

Planned	Authorities	Actual
24	24	22

9 CCOHS Program Evaluation and Performance Measurement Study, 2005

The expected result of CCOHS activities is to improve the application of occupational health and safety to improve workplace practices. This includes several priorities to achieve this goal. These priorities include providing high quality occupational health and safety information and management systems. This also includes application of integrated occupational safety and health principles in the workplace through the promotion of a healthy workplace. Fostering collaboration and exchanges through national dialogues, forums and conferences to increase applications in the workplace and improve practices. CCOHS also works closely with the education sector, youth groups and partners to expand and improve teaching of health and safety in schools and providing them with resources.

CCOHS works with international organizations to secure up to date information for the benefit of Canadians. CCOHS has worked globally to enable the free distribution, via the internet of national collections of OSH information. For example CCOHS developed a web portal for the World Health Organization (WHO) Collaborating Centres in Occupational Health http://www.whoocchealthccs.org . This portal provides each national collaborating centre with a site to present its own occupational health information, and links to other information within their country. This web portal, that was recently developed, is in addition to the CIS Centres Information Network http://www.ciscentres.org . CCOHS also represents Canada at the Tri-National Working Group of Government Experts in Occupational Safety and Health. This initiative was organized under the provisions of the North American Agreement on Labour Cooperation (NAALC). CCOHS was the Canadian representative in two of the four Technical Working Groups formed – Developing a Tri-national Website and Hazardous Substances. CCOHS maintained and enhanced a website to facilitate communications among working group members from Canada, USA and Mexico, and to provide OSH information from the three countries.
http://www.naalcosh.org/index_e.htm

To assist Canadians with the application of occupational health and safety information in the workplace, CCOHS created the CanOsh website. The purpose of CanOsh website is to enable Canadians to easily and independently locate Canadian occupational safety and health (OSH) information for the purpose of legal compliance, improving workplace health and safety practices and ultimately to facilitate the acquisition of information required for reduction in workplace fatalities, injuries and illnesses. It is designed to provide Canadians with a convenient and efficient way to access the health and safety information provided by the federal, provincial and territorial government agencies responsible for OSH, Workers' Compensation Boards and CCOHS. This site can be reached at http://www.canoshweb.org/. By using this site, Canadians can easily search and navigate 14 governmental jurisdictions and multiple websites. In 2006-07, 62,425 people accessed this site 363,626 times.

CanOSH

A national website for the 14 governmental jurisdictions of Canada will help Canadians negotiate easily through the maze of regulations and information on occupational health and safety, compensation and labour.

www.canoshweb.org

The quality of the Centre's products as measured in an independent evaluation study rates the over all satisfaction as follows for percentage of respondents who were very satisfied or satisfied:

Level of Satisfaction with CCOHS Products (% of respondents indicating either very satisfied or satisfied)

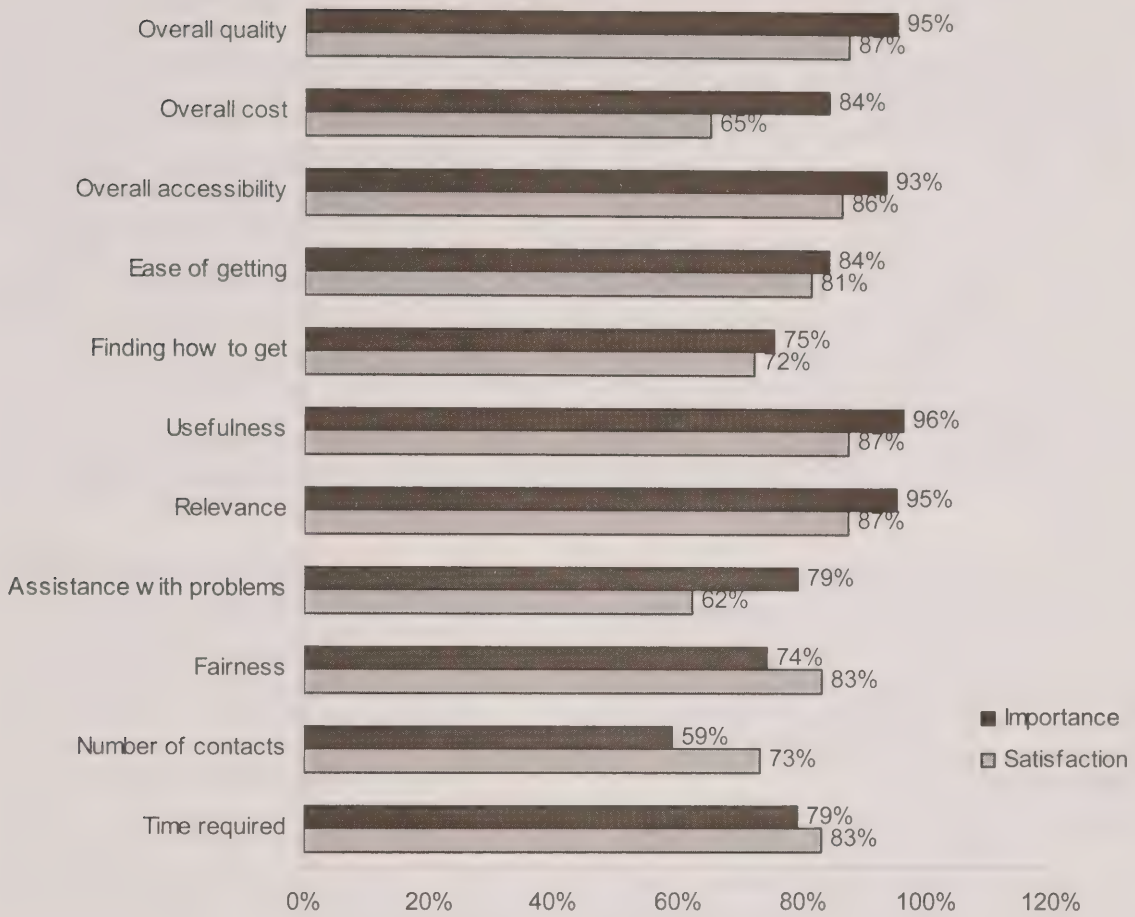
Indicator	% satisfied
Timeliness	89%
Completeness	85%
Usefulness	92%
Clarity	86%
Reliability	87%
Overall satisfaction	80%

Source: Data for CCOHS is from a survey of users conducted by TNS Canadian Facts in 2005.

In terms of value for money, 96% of respondents who answered this question said that CCOHS products were above average value for money or average value. In addition, In terms of overall importance of CCOHS in meeting the health and safety needs of their organization, 78% of respondents said that CCOHS was very important or important to them.

In 2004, CCOHS had an independent client satisfaction survey completed to measure the satisfaction with services and products, in keeping with the Common Measurement Tool and Citizen's First Research. The purpose was to identify satisfaction with various products /service attributes and compare to the importance of these attributes. This can be used as a baseline for future client satisfaction research. Overall, performance scores were high and are summarized below.

Satisfaction With and Importance of Product/Service Attributes



Training and education are effective means of improving employers' and workers' awareness and knowledge of their rights and responsibilities with regards to OSH and are directly applicable to the workplace. CCOHS offers courses in various environments that include traditional classroom, customized courses and e-learning to help meet the needs of Canadians. Courses are reviewed by tri-partite external reviewers to ensure relevancy and comprehensiveness.

- *"faculty through the Academic Support Package. We **make available several key products and research guides** to develop our students' knowledge and skills about environmental and occupational health and safety... One of the most popular is OSHLINE™ with NIOSHTIC..."*

In 2007, CCOHS continued to expand its delivery of Internet based e-learning courses. Currently there are twenty-three courses available on-line (English and French) and in addition there are three in development. There have been 11,541 seats sold this year. User feedback indicates a high satisfaction rate with

this service with 96.5% satisfied and a recommendation rate of 94%. The courses undergo an extensive tri-partite review prior to release. Course participants also have the opportunity to seek clarifications from a CCOHS instructor. These features are unique to CCOHS. Customized courses have been completed and additional partnerships are continually being sought.

Academic Support Package

The CCOHS Academic Support Program (ASP) is offered exclusively to universities and colleges as both a resource to support the education of students about environmental and occupational health and safety and to assist Universities and Colleges in their efforts to provide a safe and healthy working environment. In the ASP program there are 103 universities and colleges, many of them very prominent, serving over 3 million students, faculty and staff.

- Health and safety in the workplace is being promoted through the education system by making CCOHS information available to students and
- The databases were made available to over 3 million students and faculty in 2006-2007
- Over 103 post secondary institutions participate

This information serves students, faculty, researchers and on-site health and safety staff, and workers. As future leaders, today's students need to be aware of occupational health and safety and how to prevent injuries and illnesses.

CCOHS also established an occupational health and safety scholarship fund in the memory of Dick Martin, a pioneer of workplace health and safety in Canada, to support post secondary students to study subjects in occupational health and safety. Information about the program and the winners for 2006-7 are posted at: http://www.ccohs.ca/scholarship/winners/.

Recently, almost 110,000 young people were seriously injured on the job in one year alone. These statistics mean injured young people (ages 15–29) represent one every four injured workers in Canada.

It is funded through private donations and by stakeholders. This program is promoted to 26 post secondary schools across Canada, and provides monetary awards to students who are successful in an annual competition for this scholarship.

CCOHS fosters collaboration and exchanges in ideas through increase applications in the workplace and improve practices through educational presentations and participation in conferences and workshops.

CCOHS will be hosting a national forum to explore health and safety issues that are emerging from changing workplaces. With *"Emerging Health & Safety Issues in Changing Workplaces: A Canadian Discussion"* as the theme, this two-day event will bring together subject experts, workers, employers and governments to share their knowledge and experience around this pan-Canadian issue and to discuss problems and solutions.

This will be CCOHS' second national forum. The first one held in 2005 brought together nearly 350 Canadians who shared concerns, debated issues and made recommendations on the issue of occupational disease. The benefits of the forum were extended to thousands more who reviewed the information and outcomes which were posted on the CCOHS website. It is expected that Forum '07 will generate a similar interest and enthusiasm, and will help stimulate creative solutions among Canadians to help ensure people can be safe and healthy at work.

We also facilitate an on-line list serve, HS-Canada, as a means of distributing messages to a group of individuals with interests in occupational health and safety in a Canadian context.

Some of the events that CCOHS participated in are listed below:

Conferences, Exhibitions, Workshops and Presentations

CCOHS' objective of promoting OSH is supported by the activities in engaging diverse audiences by attending more than 31 events over this fiscal year through participation in meetings, conferences and presentations in most regions of Canada. Participation in these events serves both marketing and communications objectives by providing opportunities to showcase the wide range of products and services of the Centre. Specific audiences can be targeted to promote healthy workplaces throughout Canada. Important interaction between the participants and CCOHS helps ensure we are in touch with the needs of our Canadian workers.

Saskatchewan Association of Health Organizations (SAHO) Conference 2006
Regina, SK – Apr 9-11
Exhibit

Workplace Workgroup – Healthy Workplace Innovation Series
Hamilton, ON – Apr 19
Task Force Committee

OPSEU
Toronto, ON – Apr 20-21
Exhibit

Truck World 2006
Toronto, ON – Apr 20-22
Exhibit

Canadian Occupational Health Nurses Assoc National Conference
Halifax, NS – Apri26-28
Exhibit

63rd OASBO Annual Conference & Education
Industry Show
Ottawa, ON – April 27
Table Exhibit

Corrections and Public Safety and Justice Saskatchewan OH&S Conference
Saskatchewan – May 1
Materials Only

NAOSH Week National Launch
Vancouver, BC – May 1
Speaker / Table Exhibit

IAPA Health and Safety 2006
Toronto, ON – May 1-3
Exhibit / Speakers

McMaster University's NAOSH Week 2006
Hamilton, ON – May 4
Table Exhibit

Canadian Conference on Disaster Management and Emergency Planning
Toronto, ON – May 1-2
Exhibit

PIASS Annual Safety Seminar 2006
Banff, AB – May 3-5
Exhibit

Western Conference on Safety 2006
Vancouver, BC – May 8-9
Materials Only

AQHSST-28 Congress
Quebec City, PQ – May 9-11
Exhibit

Automotive Parts Manufacturers Assoc Annual Conference and Exhibition
Hamilton, ON – May 10-11
Table Exhibit

OALT / ABO 2006 Conference
St. Catherines, ON – May 10-14
Speaker

American Industrial Hygiene Conference and Exposition (AIHCE) 2006
Chicago, Il – May 13-18
Exhibit / Speakers

Transportation Health and Safety Assoc of Ontario (THSAO)
64th Annual General Meeting
Toronto, ON – May 24-25
Exhibit

International Conference of Safety Net and Canadian Assoc for Research on Work and Health (CARWH)
St. John's, NL – Jun 7-10
Exhibit / Speaker

Canadian Institute for the Relief of Pain and Disability
Vancouver, BC – Jul 7-9
Materials Only

Canadian Society for Safety Engineering (CSSE) Conference 2006
Ottawa, ON – Sept 10-13
Exhibit / Speaker

2006 Professional Conference on Industrial Hygiene
San Jose, CA – Sept 16-19
Exhibit

International Forum on Chemical Safety
Budapest, Hungary – Sept 25-28
Attended

Chemical Hazard Communication Meeting
Washington, DC – Sept
Attended

Le Grande Rende-Vous en sante et securite du travail
Quebec – Oct 11-12
Exhibit

Health, Work and Wellness Conference 2006
Vancouver, BC – Oct 12-14
Materials Only

WHSCC New Brunswick 25th Annual Health and Safety Conference
St. John, NB – Oct 22-23
Exhibit

Peterborough Health Unit
Peterborough, ON – Oct
Speaker

Alberta Health & Safety Conference And Trade Fair
Edmonton, AB – Nov 21-22
Speaker

Human Resource Professionals Conference of Ontario (HRPAO) 2007
Toronto, ON – Jan 31-Feb 2
Exhibit / Speaker

McMaster Faculty of Engineering
Hamilton, ON – Jan
Speaker

Occupational Hygiene Association of
Ontario Spring Symposium
Mississauga, ON – Mar 28
Speaker

Expected Result:

Partial Recovery of Costs from User Fees

Total Financial Resources (in $ thousands)

Planned	Authorities	Actual
1,121	1,137	1,126

Total Human Resources

Planned	Authorities	Actual
24	24	22

CCOHS receives approximately 50% of its funding from appropriations and the balance of funds are generated through cost recovery initiatives and support from other organizations. CCOHS was a fully funded organization until 1989. A Cabinet decision was made at that time directing CCOHS to be become revenue self-sufficient. Appropriations were reduced a couple of years later with a directive that CCOHS cost recover to fund the Centre's program. It has been a long a difficult struggle to establish products and services and generate sufficient funds to offset costs. In 2002, a program review recommended re-aligning the funding balance to 50% appropriations and 50% cost-recovery. Products and services are developed with CCOHS goal of improving occupational health and safety.

Over the years CCOHS developed many products and services. Recent market changes with the internet and ready access to information has resulted in a significant strain on CCOHS ability to generate funds. In addition, the decline in the US dollar has resulted in loss of income. Many of CCOHS' products are sold in the US and internationally. Given the recent changes in market conditions, CCOHS' has made changes to increase revenues. Recently e-learning was added as a tool to increase course offerings throughout Canada. In addition, a MSDS management system was added. These new additions have helped offset the losses in our traditional product lines and US dollar losses. CCOHS is developing an occupational health and safety management system for use in meeting the specific needs of Canadian enterprises. This web based program will help organizations maintain and enhance their existing OH&S programs, as well as to understand and meet the requirements of the national and international standards.

CCOHS fulfils its mandate to promote workplace health and safety, and encourage attitudes and methods that will lead to improved worker physical and mental health, through a wide range of products and services. These products and services are designed in cooperation with national and international occupational health and safety organizations with an emphasis on preventing illnesses, injuries and fatalities.

A summary of our revenues is listed below:

Revenue

	2007 $	2006 $
Proceeds from sales		
Subscription – CCINFOdisc	417,646	436,061
Subscription - Specialty discs	255,198	308,187
CCINFOWeb	740,940	670,696
Specialty products - web	650,297	617,127
Single copy publications	144,230	154,147
Training and education	403,549	188,299
Other	12,432	12,479
	2,624,292	2,386,996
Projects and collaborative agreements		
Collaborative projects	863,263	986,883
Contributions to Inquiries Service	454,000	454,000
Recovery of travel expenses	57,093	28,414
	1,374,356	1,469,297
	3,998,648	3,856,293

Revenues above are recorded using the full accrual method of reporting, recognizing revenues when earned. These amounts may differ from reporting for government reporting purposes as revenue is recognized when collected or credited to the vote. The difference in reporting methods is outlined and reconciled in the notes to the audited financial statements.

Section III. Supplementary Information

Financial Performance Overview

Revenues from sales of products and services continue to decline in many product areas. This is primarily due to changes in the market place for information due to competition from Internet providers of OSH information. In addition, the decline in the US currency has reduced the total sales revenue approximately $250,000. To offset these losses, CCOHS has expanded its training service to include e learning and this has been very successful. A MSDS Management System Service has also been added and revenues are steadily increasing. Appropriations are consistent with prior years.

CCOHS switched from paying employee health benefits directly to PWGSC to the same system other government department's use. This involves funding being received from Treasury Board from a statutory vote and a corresponding flat rate being charged to CCOHS. In services provided without charge CCOHS is recognizing health and dental benefits provided by TBS to be consistent with the presentation by other departments.

CCOHS continues to generate approximately 50% of its budget from the sale of products and services. Expenditures are consistent with prior years other than the costs associated with new product development. Audited financial statements are published in our Annual Report.

Financial Summary Tables

The following tables are applicable to CCOHS:

Table 1 Summary of Voted Appropriations 39
Table 2 Comparison of Total Planned Spending to Actual Spending 39
Table 3 Historical Comparison of Total Planned Spending to Actual Spending 40
Table 4 Respendable Revenues 40
Table 5 Contingent Liabilities 41
Table 6 Other Information: Summary of Revenue, Expenses and Appropriations. 42
Table 7 Other Information: User Fees 42

Table 1

Summary of Voted Appropriations

Authorities for 2006-07 Part II of the Estimates

Financial Requirements by Authority ($ millions)

Vote	2006-07		
	Planned Spending	Total Authorities	Actual
Vote 35	4.5	4.3	4.3
Supplementary Estimates (A)	-	0.2	0.2
Total Department	4.5	4.5	4.5

Additional funding was received during the year for rollover provisions less amounts deducted for expenditure savings.

Table 2

Comparison of Total Planned Spending to Actual Spending 2006-07

($ millions)

Business Line	FTE	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
CCOHS	96	8.8	-	-	8.8	4.3	4.5
Total Authorities	96	8.8	-	-	8.8	4.3	4.5
Actuals	90	8.4	-	-	8.4	3.9	4.5
Other Revenues and Expenditures							
Other Non-respendable Revenues							-
Total Authorities							-
Actuals							-
Cost of services provided by other departments							0.7
Total Authorities							1.2
Actuals							1.2
Net cost of the Program							5.2
Total Authorities							5.7
Actuals							5.7

Revenue estimates were difficult to achieve given the significant decline in the value of the US dollar. It has become increasingly difficult to achieve sales targets due to the rapid change in technologies and availability of alternative information. Expenditures relating to revenue generation were lowered to balance the decline in revenues. The cost of services provided by other departments represents accommodation services provided by PWGSC and audit services provided by the OAG. In addition, costs of health and dental benefits were added this year. This was not included on the Report on Plans and Priorities, but was disclosed in the audited financial statements.

Table 3
Historical Comparison of Total Planned to Actual Spending
($ millions)

Business Line	Actual 2004-05	Actual 2005-06	2006-07 Planned Spending	2006-07 Total Authorities	Actual
CCOHS	4.4	4.5	4.5	4.5	4.5
Total	**4.4**	**4.5**	**4.5**	**4.5**	**4.5**

Table 4

Respendable Revenues

($ millions)

Business Line	Actual 2004-05	Actual 2005-06	2006-07 Planned Revenue	2006-07 Total Authorities	Actual
CCOHS	3.8	3.8	4.3	4.3	3.9
Total	**3.8**	**3.8**	**4.3**	**4.3**	**3.9**

Respendable revenues represent monies generated from the sale of goods and services. CCOHS generates approximately 50% of its operating budget from its cost-recovery activities. Sales of goods and services are impacted by general market conditions, foreign exchange fluctuations, government budgets, changes in technology, and competition.

Table 5
Contingent Liabilities

Claims and Pending and Threatened Litigation:

CCOHS is involved in a dispute originating in the normal course of business. An amount, consistent with legal opinion obtained from our legal counsel, has been accrued as an account payable at year-end.

Other Liabilities:

Vacation Pay	$ 376,314
Employee Termination Benefits	$ 1,447,902
Total	$ 1,824,216

Vacation Leave:

Employees are permitted to accumulate unused vacation leave from year to year to a maximum of 30 days. These costs are recognized only when paid.

Employee Termination Benefits:

CCOHS employees are entitled to severance benefits based on their years of service, salary and age at the time of departure. The cost of these benefits is accrued as the employees render the services necessary to earn them. Management determined the accrued benefit obligations using its best estimates of the accrued obligations at the year-end. These benefits represent the only employee benefits obligations of CCOHS that entails settlement by future payments.

Sick Leave:

Employees are permitted to accumulate unused sick leave. However, such sick leave entitlements do not vest and can be used only in the event of illness. The amount of accumulated sick leave entitlements, which will become payable in future years cannot reasonably be determined and accordingly have not been recorded in the information provided. Payments of sick leave are included in current operations as incurred.

Pension Plan:

Eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. CCOHS' contributions to the Plan reflect the full cost of the employer contributions. This amount is currently based on a multiple of the employee's required contributions and may change over time depending on the experience of the Plan. CCOHS' contributions are expensed during the year in which the services are rendered and represent the total pension obligation of the Centre. CCOHS is not currently required to make contributions with respect to any actuarial deficiencies of the Public Service Pension Plan.



Table 6 – Other Information (applicable only for CCOHS)

Summary of Revenue, Expenses and Appropriations ($ thousands)

	Actual 1995-96	Actual 1996-97	Actual 1997-98	Actual 1998-99	Actual 1999-00	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actua 2006 07
Revenues	4,649	4,373	4,226	4,239	4,086	4,328	4,485	4,185	3,910	3,781	3,830	3,87(
Expenses	6,575	6,340	6,399	6,578	7,044	6,688	7,589	8,275	7,806	8,150	8,332	8,38
Appropriations	1,926	1,967	2,222	2,359	3,043	2,400	3,276	4,156	4,173	4,369	4,501	4,50(

Table 7 2006-7 User Fee Reporting

The User Fees Act is not applicable to the revenues generated by CCOHS.

Section IV: Departmental Overview

Mandate, Vision and Mission: The Canadian Centre for Occupational Health and Safety (CCOHS) was created in1978 by the *Canadian Centre for Occupational Health and Safety Act* (R. S., 1985, c. C-13) which mandates the Centre to promote the fundamental right of Canadians to a healthy and safe working environment.

CCOHS is Canada's national resource for occupational health and safety information. It serves to promote health and safety in the workplace, to help establish high standards for occupational health and safety, and to foster consultation and co-operation among governments, labour and employers to reduce or eliminate occupational hazards.

The vision is for CCOHS to become the preferred occupational health and safety information resource centre that will enable Canadians to easily acquire high quality services.

CCOHS is accountable to Parliament through the Minister of Labour and Minister of the Economic Development Agency of Canada for the Regions of Quebec. It is a departmental corporation under Schedule II of the *Financial Administration Act*.

Objectives

To provide Canadians with information about occupational health and safety which is trustworthy, comprehensive, and intelligible. The information facilitates responsible decision-making, promotes changes in the workplace, increase awareness of the need for a healthy and safe working environment, and supports education and training.

Guiding Principles

CCOHS is governed and directed by a tripartite Council of Governors comprised of members from labour, business and government (federal, provincial and territorial) leaders representing their respective constituents across Canada. The Council meets three times a year to review policy and monitor progress of CCOHS. In January 1997, the Council adopted the following set of guiding principles for the Centre's future, which have been supported by federal, provincial and territorial Ministers responsible for occupational health and safety:

> The *Canadian Centre for Occupational Health and Safety Act* allows the Centre to undertake a broad range of activities "to promote the fundamental right of Canadians to a healthy and safe working environment".
>
> The Council of Governors intends these principles to guide the Centre for the short to mid term and to allow for continued growth in cost-recovery.

1. The Council reconfirms its support and commitment to the CCOHS and the valuable role the Centre provides to Canadian workers and employers. Further, the Council recognizes the importance of its tripartite nature in governing the Centre.

   The Centre is to continue to serve as a source of excellence for unbiased technical information and expertise to support labour, employers, and governments in maintaining safe and healthy workplaces.

   The Centre is to continue to provide critical analysis and interpretation of occupational safety and health information.

   Further, the three caucuses recognize the critical importance of maintaining a free inquiry service to support the right of working Canadians to a healthy and safe working environment.

2. The Council and the Centre shall communicate to respective Ministers regarding the excellence and role of the Centre in order to obtain broad public policy support and guidance.

3. The Council recognizes the high standard and non-partisan nature of the Centres undertakings. It recommends the Centre continue in its consulting and research efforts, while meeting the test of fairness in a competitive world. Joint funding of projects that target key areas of information needs should be a special focus of these efforts.

   The Council urges all governments and other organizations to consider the Centre as a potential source of consulting and research services.

4. The Council urges governmental and non-governmental organizations, including labour and employers, to work in partnership with the Centre to provide public access to the Centres CD-ROM, Internet and other services.

5. The Council recommends the Centre consider the future possibility of gathering and disseminating occupational health and safety statistical information.

6. The Council recognizes that the Centre has become a national repository for MSDS, and efforts to encourage companies to continue to supply data sheets to the Centre will continue, where practicable and feasible.
7. The Council recommends that health and safety materials be available in the form most useful to the user, including hard copy.

8. The Council encourages the development of partnerships, tailored to specific jurisdictions that enhance the visibility and distribution of CCOHS information. This could also include co-operation between various government inquiry services.
9. The Council recommends that jurisdictions and others systematically provide all technical, research, guidelines, codes of practice, and best practices to the Centre.

The President and Chief Executive Officer (PCEO) and CCOHS staff is committed to following these principles and plan to fulfil the Council's strategic priorities for the Centre by ensuring CCOHS provides:

A. a confidential occupational health and safety inquiries service to Canadians;

B. Economical fee-for-service occupational health and safety products and services which are delivered by various means, including:
   - Compact Disc - Read Only Memory (CD-ROM)
   - Digital Video Discs (DVD)
   - Accessible computerized information services
   - Publications and guides
   - Training
   - Memberships;

C. Non-biased occupational health and safety information;

D. A national occupational health and safety collaborating centre for the 14 Canadian jurisdictions and serving as Canada's representative as an international centre (i.e. World Health Organization, International Occupational Safety and Health Information Centre);

E. A national occupational health and safety information repository.

CCOHS Council of Governors holds strategic planning meetings approximately every three years to focus on the future direction of CCOHS. In its latest session in 2005, the Council reaffirmed the above guiding principles. They also agreed to focus on the following priorities:

- Keep focused on "serving as a national center for information related to occupational health and safety". Continue to offer valued and needed information.
- Keep offering our core products and services. This includes continuing to improve products and services so they remain useful and relevant for Canadian workplaces and workers.
- Become the national center for statistics on occupational health and safety
- Continue to promote health and safety in the workplace in Canada, including the physical and mental health of working people.

Organization Composition

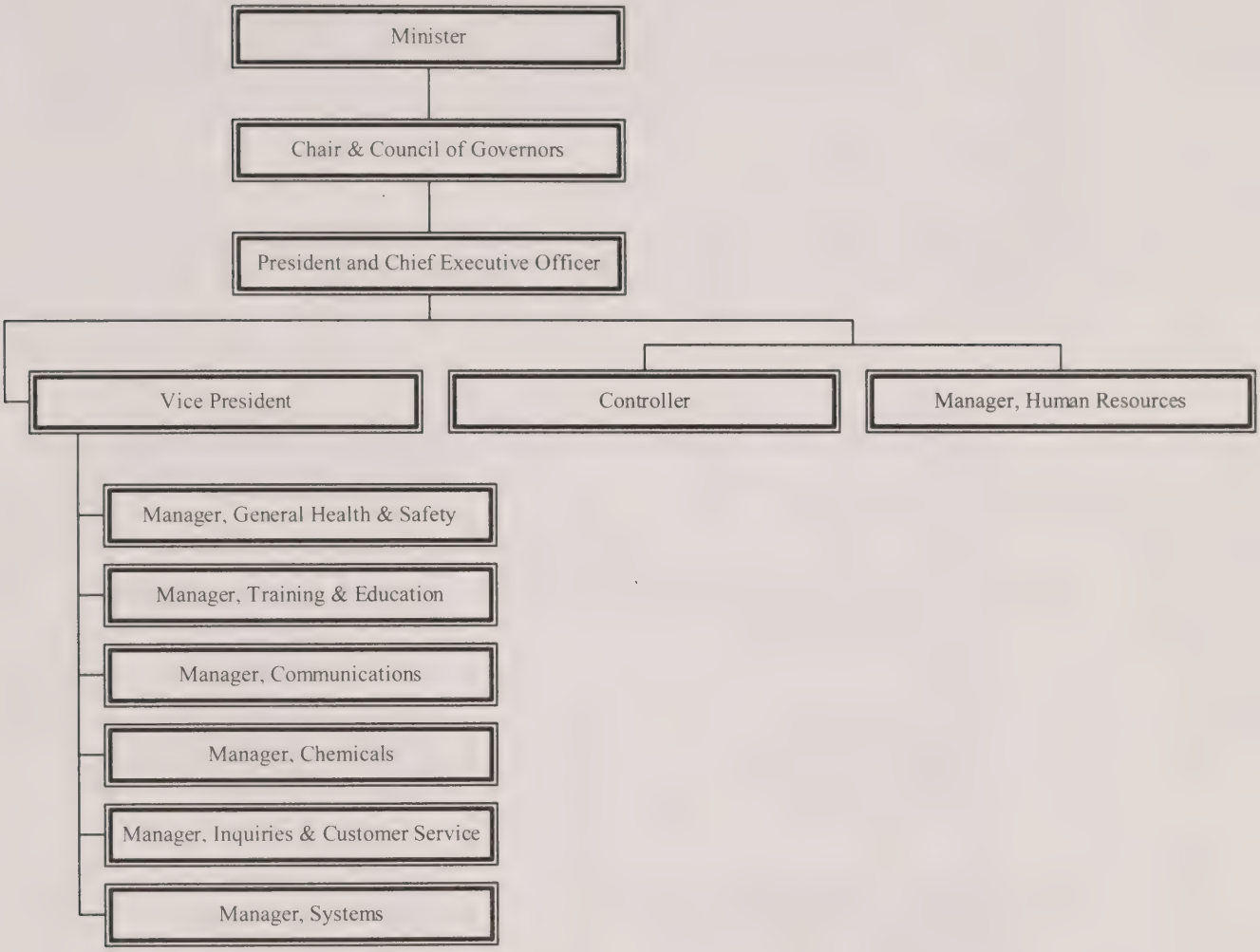
Organizational Structure: CCOHS reports to the federal Minister of Labour and Minister of Economic Development Agency of Canada for the Regions of Quebec. The Council of Governors are non-paid positions and hold their respective offices throughout Canada. The Chair of the Council is a non-paid position, which is normally occupied by the federal Assistant Deputy Minister, Labour. The President and Chief Executive Officer operate CCOHS from Hamilton, Ontario. CCOHS links its objectives and strategic priorities through an array of service lines.

Governance: The Centre is governed by tripartite Council of Governors consisting of a Chair and Governors representing employers, labour, and Canadian governments (federal, provincial, and territorial). Four Governors represent workers; four represent employers, and up to thirteen represent provincial and territorial governments. The Chair represents the federal government. All are appointed by the Governor General - in- Council. The Council meets three times a year to discuss and review policy direction and priorities.

Executive Management: The Centre is managed by its President and Chief Executive Officer who directs the work of CCOHS to fulfil its mandate.

Service Lines: The internal departments have recently been reorganized in 2006-7. This change aligns resources by service and program area so that every area includes the technical, marketing and subject specialists necessary for delivery. Systems will maintain the infrastructure necessary to deliver products and support the products and services developed and the web. The Inquiries Service provides direct free front line service to Canadians via telephone, fax, mail and internet. They also provide customer service for cost- recovery products. Communication will continue to promote the use of CCOHS products and services, communications to Canadians and marketing activities. The Controller's group provides services to the departments including finance, operations support, facilities management and internal computer systems. Human resources support all departments.

Organization Chart



Section V: Other items of Interest

A. Contacts for Further Information

For further information about this document or any of the products and services available from the Canadian Centre for Occupational Health and Safety please contact:

CCOHS
135 Hunter Street East
Hamilton ON L8N 1M5
Tel: 905-572-2981
1-800-668-4284 Canada and US
Fax: 905-572-2206
www.ccohs.ca

- S Len Hong
  President and Chief Executive Officer
  905-572-2981, ext 4433
  hongl@ccohs.ca
- P K Abeytunga
  Vice-President and Director General
  905-572-2981, ext 4537
  abey@ccohs.ca
- Bonnie Easterbrook
  Controller
  905-572-2981, ext 4401
  bonniee@ccohs.ca
- Norma Gibson MacDonald
  Manager, General Health and Safety Products and Services
  905-572-2981, ext 4527
  normag@ccohs.ca
- Renzo Bertolini
  Manager, Inquiries and Client Services
  905-572-2981, ext 4477
  renzob@ccohs.ca
- Eleanor Westwood
  Manager, Communications
  905-572-2981, ext 4408
  eleanorw@ccohs.ca
- David Brophy
  Manager, Computer Systems and Services
  905-572-2981, ext 4498
  davidb@ccohs.ca
- Louise Henderson
  Manager, Human Resources
  905-572-2981, ext 4404
  louiseh@ccohs.ca
- Chris Moore
  Manager, Training and Education
  905-572-2981, ext 4462
  chrism@ccohs.ca
- Lorraine Davison
  Manager, Chemical Services
  905-572-2981, ext 4466
  lorraind@ccohs.ca

B. Legislation Administered by Name of Department

The federal Minister of Labour has sole responsibility to Parliament for the following Acts:

Canadian Centre for Occupational Health and Safety Act R.S., 1985, c. C-13

C. Key Reviews

During the period of this report, there were no new reports. All previous reports, evaluations and reviews can be accessed at: http://www.ccohs.ca/ccohs/reports.html .

D. Audited Financial Statements

X Canadian Centre for Occupational Health and Safety Audited Financial Statements are available in the Annual Report to Parliament 2006-7 at http://www.ccohs.ca/ccohs/reports.html

E. Listing of Statutory and Departmental Reports

X Canadian Centre for Occupational Health and Safety Council of Governors' Annual Report to Parliament 2006-07.

X Report on Plans and Priorities 2006-07

X Program Evaluation and Cost Recovery Study 2001

X CCOHS Program Evaluation and Performance Measurement Study, 2005

X Modern Comptrollership Capacity Assessment 2002

X Customer Satisfaction Research Report 2004

These items are available at http://www.ccohs.ca/ccohs/reports.html .

Details of the recent surveys quoted in the report:

CCOHS Program Evaluation and Performance Measurement Study, 2005

This study included four surveys during July 4 to July 19, 2005 as follows:

a) Product customers – Invitations were sent via e-mail to 1,299 customers from CCOHS existing client database. There were 262 responses or 20% response rate. This survey focused on clients who paid for products or services offered by CCOHS.

b) Inquiries clients – Invitations were sent via e-mail to 1,196 clients who recently used the service. There was a response rate of 20% (factoring in non-deliverable e-mails). This survey focused on users of the free public information service.

Two e-mail reminders were sent. A response rate of 20% is typical for this type of survey.

c) Web-site survey response of 513 for this self-selecting sample. This survey focused on users of CCOHS' website and was positioned on the home page and OSH Answers homepage, individual pages of OSH Answers and Web Information Services home page.

d) Key Informant interviews (20) representing a range of CCOHS stakeholders, including business, labour, government and non-governmental organizations.

Customer Satisfaction Research Report 2004

This study included two surveys:

a) Customer (Client) Survey: An invitation was mailed to current clients and customers to invite them to participate in an online survey from February 19 to March 26, 2004. There were 3,736 surveys mailed to users of the Inquiries Service and products. The survey was completed by 549 respondents for a response rate of 15%, which was less than anticipated. This is likely due to the mixed mode of mailed invitations with an on-line completion requirement.

b) Web Visitor Survey: The survey was posted on the CCOHS web site from February 13 to March 9, 2004. There were 603 visitors from this self-selecting sample. The target population was any user of CCOHS' website.

F. Supplementary information on Service Standards for External Fees can be found at: http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_e.asp

(en comptant les courriels qui n'ont pu se rendre à leur destinataire). Cette enquête concernait les utilisateurs du service d'information public gratuit.

On a envoyé deux courriels de rappel. Le taux de réponse de 20 % est typique de ce genre d'enquête.

c) Un échantillon autosélectionné de 513 personnes ont choisi de répondre à l'enquête sur le site Web. L'enquête portait sur les utilisateurs du site Web du CCHST, et on pouvait y répondre à partir de la page d'accueil et de la section Réponses SST, d'autres pages de la même section et de la page d'accueil du service d'information sur le Web.

d) Entrevues (20) des principaux répondants, représentant un éventail d'intervenants du CCHST, notamment les entreprises, les travailleurs, les gouvernements et les organisations non gouvernementales.

Rapport du sondage sur la satisfaction des clients 2004

L'étude a consisté en deux enquêtes :

a) Enquête auprès des clients : on a sollicité par la poste la participation de clients actuels à l'enquête en ligne, entre le 19 février et le 26 mars 2004. On a expédié 3 736 formulaires d'enquête aux utilisateurs des services de demande de renseignements et des produits. En tout, 549 personnes ont rempli le formulaire, soit un taux de réponse de 15 %, qui est inférieur au taux prévu. Cela est probablement attribuable au fait qu'on a posté les invitations à répondre à l'enquête à laquelle il fallait répondre en ligne.

b) Enquête auprès des visiteurs du site Web : l'enquête a été affichée sur le site Web du CCHST du 13 février au 9 mars 2004. Au total, 603 personnes ont choisi d'y répondre. Le groupe cible de l'enquête était l'ensemble des utilisateurs du site Web du CCHST.

F. Pour obtenir de plus amples renseignements sur les normes de service pour les frais d'utilisation, consultez l'adresse suivante : http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_f.asp

B. Loi applicable et nom du ministère responsable

Le ministre fédéral du Travail est le seul responsable de la loi suivante devant le Parlement :

Loi sur le Centre canadien d'hygiène et de sécurité au travail, L.R., 1985, ch. C-13

C. Examens clés

Pendant la période visée par le présent rapport, il n'y a eu aucun nouveau rapport. Tous les rapports, évaluations et examens antérieurs peuvent être consultés à : http://www.cchst.ca/ccohs/reports.html .

D. États financiers vérifiés

X Les états financiers vérifiés du Centre canadien d'hygiène et de sécurité au travail se trouvent dans le Rapport annuel au Parlement 2006-2007 à l'adresse suivante : http://www.cchst.ca/ccohs/reports.html

E. Liste des rapports législatifs et ministériels

X Rapport annuel au Parlement par le Conseil des gouverneurs du Centre canadien d'hygiène et de sécurité au travail – 2006-2007.

X Rapport sur les plans et les priorités – 2006-2007

X Évaluation du programme et étude de recouvrement des coûts – 2001

X Étude sur l'évaluation des activités et la mesure du rendement du CCHST, 2005

X Évaluation de la capacité de la Fonction de contrôleur moderne – 2002

X Rapport du sondage sur la satisfaction des clients – 2004

Ces rapports figurent à l'adresse suivante : *http://www.cchst.ca/ccohs/reports.html* .

Détails sur les récentes enquêtes citées dans le rapport

Étude sur l'évaluation des activités et la mesure du rendement du CCHST, 2005

L'étude a consisté en quatre enquêtes effectuées entre le 4 et le 19 juillet 2005 :

a) Produits – on a sollicité par courriel la participation de 1 299 clients dont les noms figuraient dans la base de données sur les clients du CCHST. Au total, 262 clients ont répondu (taux de réponse de 20 %). Cette enquête concernait les clients qui paient pour des produits et des services offerts par le CCHST.

b) Demandes de renseignements – on a sollicité par courriel la participation de 1 196 clients ayant récemment utilisé le service. Le taux de réponse a été de 20 %

Section V : Autres points d'intérêt

A. Personnes-ressources à joindre pour obtenir plus de renseignements

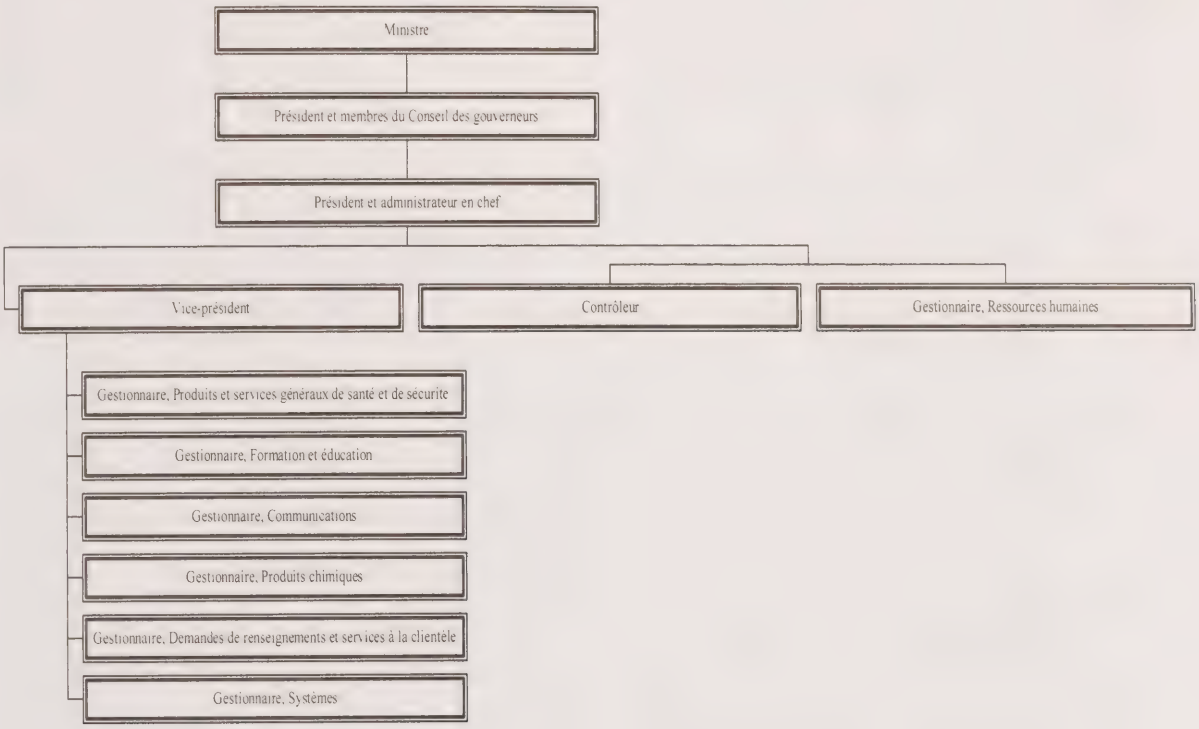
Pour obtenir de plus amples renseignements sur le présent document ou sur tout produit ou service offert par le Centre canadien d'hygiène et de sécurité au travail, veuillez communiquer avec :

CCHST
135, rue Hunter Est
Hamilton (Ontario) L8N 1M5
Tél. : 905-572-2981
1-800-668-4284 (Canada et États-Unis)
Télécopieur : 905-572-2206
www.cchst.ca

- S Len Hong
  Président et administrateur en chef
  905-572-2981, poste 4433
  hongl@ccohs.ca
- P K Abeytunga
  Vice-président et directeur général
  905-572-2981, poste 4537
  abey@ccohs.ca
- Bonnie Easterbrook
  Contrôleure
  905-572-2981, poste 4401
  bonniee@ccohs.ca
- Norma Gibson MacDonald
  Gestionnaire, Produits et services généraux de santé et sécurité
  905-572-2981, poste 4527
  normag@ccohs.ca
- Renzo Bertolini
  Gestionnaire, Demandes de renseignements et service à la clientèle
  905-572-2981, poste 4477
  renzob@ccohs.ca
- Eleanor Westwood
  Gestionnaire, Communications
  905-572-2981, poste 4408
  eleanorw@ccohs.ca
- David Brophy
  Gestionnaire, Systèmes et services informatiques
  905-572-2981, poste 4498
  davidb@ccohs.ca
- Louise Henderson
  Gestionnaire, Ressources humaines
  905-572-2981, poste 4404
  louiseh@ccohs.ca
- Chris Moore
  Gestionnaire, Formation et éducation
  905-572-2981, poste 4462
  chrism@ccohs.ca
- Lorraine Davison
  Gestionnaire, Produits chimiques
  905-572-2981, poste 4466
  lorraind@ccohs.ca

la communication continueront de promouvoir l'utilisation des produits et des services du CCHST, les communications avec les Canadiens et les activités de marketing. Le groupe du contrôleur fournit ses services aux autres services, notamment les finances, le soutien opérationnel, la gestion des installations et les systèmes informatiques internes. Les Ressources humaines donnent leur appui à tous les autres services.

Organigramme



Le Conseil des gouverneurs du CCHST organise des réunions de planification stratégique une fois tous les trois ans environ pour décider des orientations futures du Centre. Au cours de la dernière réunion, en 2005, il a réitéré les principes directeurs énoncés ci-dessus. Les membres du Conseil ont par ailleurs établi les priorités suivantes :

- continuer de « servir de centre national de renseignements au sujet de la santé et de la sécurité au travail ». Continuer d'offrir de l'information précieuse et utile.
- continuer d'offrir les produits et les services principaux. Cela suppose leur amélioration continue, de façon qu'ils soient toujours utiles et pertinents pour les milieux de travail et les travailleurs canadiens.
- devenir un centre national de statistiques sur la santé et la sécurité au travail.
- continuer de promouvoir la santé et la sécurité au travail au Canada, notamment la santé physique et mentale des travailleurs.

Structure organisationnelle

Structure organisationnelle : le CCHST relève du ministre fédéral du Travail et du ministre de l'Agence de développement économique du Canada pour les régions du Québec. Les membres du Conseil des gouverneurs ne sont pas rémunérés et exercent leurs fonctions respectives partout au Canada. La présidence du Conseil est un poste non rémunéré qui est normalement occupé par le sous-ministre adjoint fédéral du Travail. Le président et administrateur en chef dirige le CCHST à partir de Hamilton (Ontario). Le CCHST fait le pont entre ses objectifs et ses priorités stratégiques par le truchement d'un ensemble d'unités de service.

Régie : le Centre est régi par un Conseil des gouverneurs tripartite composé d'un président et de gouverneurs représentant les employeurs, les syndicats et les différents ordres de gouvernement du Canada (fédéral, provinciaux, territoriaux). Quatre gouverneurs représentent les travailleurs, quatre autres représentent les employeurs et au plus treize gouverneurs représentent les gouvernements provinciaux et territoriaux. Le président représente le gouvernement fédéral. Tous les membres du Conseil sont nommés par le gouverneur en conseil. Le Conseil se réunit trois fois par année pour discuter des politiques, de l'orientation et des priorités.

Direction : le Centre est dirigé par son président et administrateur en chef, qui guide les activités du CCHST et s'assure que le Centre remplit son mandat.

Unités de services : on a récemment procédé à la restructuration des services internes en 2006-2007. Ces modifications servent à organiser les ressources par secteur de services et de programmes pour que chaque secteur comprenne les spécialistes techniques et du marketing et les experts en la matière nécessaires pour l'exécution. Les systèmes permettront de maintenir l'infrastructure nécessaire à la livraison des produits et au soutien des produits et des services élaborés et d'Internet. Le Service des demandes de renseignements fournit des services de première ligne directs gratuits aux Canadiens par téléphone, télécopieur, courrier et Internet. Il fournit également à la clientèle des services pour les produits de recouvrement des coûts. Les responsables de

6. Le Conseil reconnaît que le Centre est devenu un répertoire national pour les fiches signalétiques et qu'il doit poursuivre ses efforts en vue d'encourager les entreprises à lui soumettre leurs fiches techniques, dans la mesure du possible.
7. Le Conseil recommande que les ressources du Centre soient disponibles sous la forme la plus pratique qui soit pour l'utilisateur, y compris sous forme de document papier.
8. Le Conseil encourage le Centre à établir des partenariats avec des autorités particulières afin de promouvoir la visibilité et la diffusion de l'information du CCHST. Ces partenariats pourraient prendre la forme d'une coopération entre les divers services de demandes de renseignements des gouvernements.
9. Le Conseil recommande que les gouvernements et autres autorités fournissent systématiquement au Centre tous les renseignements suivants : informations techniques, recherches, directives, codes de pratique et pratiques exemplaires.

Le président et administrateur en chef (PAC) ainsi que le personnel du CCHST s'engagent à suivre ces principes et à réaliser les priorités stratégiques que le Conseil a établies pour le Centre en veillant à ce que le CCHST :

A. assure un service de demandes de renseignements confidentiel sur la santé et la sécurité au travail à l'intention des Canadiens;

B. offre des produits et services payants mais économiques sur la santé et la sécurité en milieu de travail sous différentes formes, notamment :

- disque optique compact (CD-ROM),
- disque numérique polyvalent (DVD),
- services d'information automatisés facilement accessibles,
- publications et guides,
- formation,
- adhésion;

C. diffuse une information impartiale sur la santé et la sécurité au travail;

D. soit un centre national de collaboration en matière de santé et de sécurité au travail pour les 14 administrations canadiennes et qui représente le Canada auprès d'organismes internationaux (p. ex. Organisation mondiale de la santé, Centre international d'informations de sécurité et de santé au travail);

E. dispose d'un répertoire national sur la santé et la sécurité au travail.

Le Conseil des gouverneurs du Centre désire que ces principes directeurs servent de guide au Centre à court et à moyen termes et qu'ils lui permettent d'avancer sur la voie du recouvrement des coûts.

1. Le Conseil réaffirme son engagement à appuyer le CCHST et le rôle utile que celui-ci joue auprès des travailleurs et des employeurs canadiens. Par ailleurs, le Conseil reconnaît l'importance d'une structure administrative tripartite pour le Centre.

   Le Centre doit continuer de servir de source impartiale de renseignements techniques et de connaissances spécialisées à l'intention des travailleurs, des employeurs et des gouvernements, afin d'assurer la santé et la sécurité en milieu de travail.

   Le Centre doit continuer à fournir une analyse et une interprétation critiques de l'information relative à la santé et à la sécurité au travail.

   De plus, les trois groupes qui composent le Conseil reconnaissent l'importance cruciale de maintenir la gratuité du Service des demandes de renseignements afin d'appuyer le droit des Canadiens à un milieu de travail sain et sécuritaire.

2. Le Conseil et le Centre devront faire connaître aux ministres responsables l'excellence du Centre et le rôle qu'il joue afin d'obtenir un grand soutien au niveau des politiques et des directives gouvernementales.

3. Le Conseil reconnaît la grande qualité et la nature impartiale des activités du Centre. Il recommande que le Centre poursuive ses efforts de consultation et de recherche, tout en relevant le défi de l'impartialité dans un monde compétitif. Le Centre doit accorder une attention particulière au financement conjoint de projets qui ciblent les domaines clés en matière de besoins d'information.

   Le Conseil recommande vivement à tous les gouvernements et aux autres organisations de considérer le Centre comme une source potentielle de services de consultation et de recherche.

4. Le Conseil recommande vivement aux organisations gouvernementales et non gouvernementales, notamment les organisations syndicales et patronales, de collaborer avec le Centre pour permettre l'accès du public aux services offerts par le Centre, entre autres ceux sur CD-ROM et sur Internet.

5. Le Conseil recommande au Centre d'envisager la possibilité de recueillir et de diffuser des renseignements statistiques sur la santé et la sécurité au travail.

Section IV : Aperçu du Ministère
Mandat, vision et mission

Le Centre canadien d'hygiène et de sécurité au travail (CCHST) a été créé en 1978 par la *Loi sur le Centre canadien d'hygiène et de sécurité au travail* (L.R. 1985, ch. C-13), qui donne au Centre le mandat de promouvoir le droit fondamental des Canadiens à un milieu de travail sain et sécuritaire.

Le CCHST est la ressource nationale du Canada en matière de santé et de sécurité au travail. Il sert à promouvoir la santé et la sécurité en milieu de travail, à faciliter l'établissement de normes élevées dans ce domaine et à promouvoir la consultation et la collaboration entre les gouvernements, les syndicats et les employeurs, afin de réduire ou d'éliminer les risques professionnels.

Le CCHST envisage de devenir un centre de ressources documentaires de premier choix où les Canadiens pourront facilement obtenir des services de haute qualité sur la santé et la sécurité du travail.

Le CCHST est responsable devant le Parlement par l'entremise du ministre du Travail et de l'Agence de développement économique du Canada pour les régions du Québec. Le Centre est un établissement public selon l'annexe II de la *Loi sur la gestion des finances publiques*.

Objectifs

Fournir aux Canadiens une information fiable, détaillée et intelligible sur la santé et la sécurité au travail, information qui facilite une prise de décisions éclairée, favorise le changement dans le milieu de travail, accroît la sensibilisation à la nécessité de promouvoir la santé et la sécurité au travail, et soutient l'éducation et la formation.

Principes directeurs

Le CCHST est régi et dirigé par un Conseil des gouverneurs tripartite composé de représentants de syndicats, d'employeurs et de leaders gouvernementaux (du fédéral, des provinces et des territoires) représentant leur électorat respectif au Canada. Le Conseil se réunit trois fois l'an pour examiner les politiques et évaluer les travaux du CCHST. Lors de sa réunion de janvier 1997, le Conseil a formulé les principes directeurs suivants pour l'avenir du Centre, qui ont reçu l'appui des ministres fédéraux, provinciaux et territoriaux responsables de la santé et de la sécurité du travail :

> La *Loi sur le Centre canadien d'hygiène et de sécurité au travail* autorise le Centre à entreprendre une large gamme d'activités afin de « promouvoir le droit fondamental des Canadiens à un milieu de travail sain et sécuritaire ».

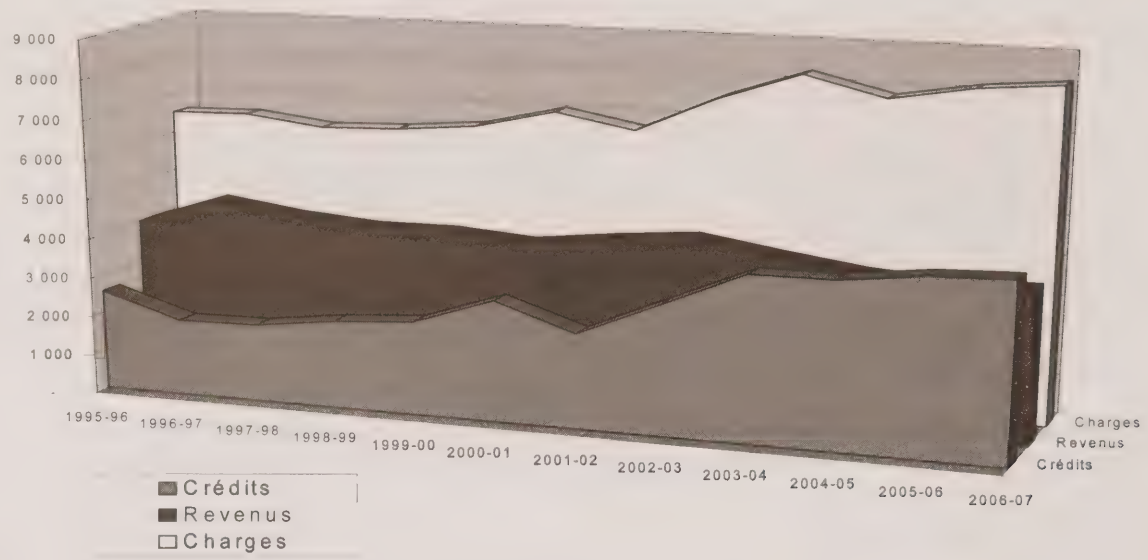


Tableau 6 –
Autres renseignements : Sommaire des revenus, des charges et des crédits
(en milliers de dollars)
(applicables uniquement au CCHST)

	Réel 1995-1996	Réel 1996-1997	Réel 1997-1998	Réel 1998-1999	Réel 1999-2000	Réel 2000-2001	Réel 2001-2002	Réel 2002-2003	Réel 2003-2004	Réel 2004-2005	Réel 2005-2006	
Revenus	4 649	4 373	4 226	4 239	4 086	4 328	4 485	4 185	3 910	3 781	3 830	3
Charges	6 575	6 340	6 399	6 578	7 044	6 688	7 589	8 275	7 806	8 150	8 332	8
Crédits	1 926	1 967	2 222	2 359	3 043	2 400	3 276	4 156	4 173	4 369	4 501	4

Tableau 7 –
Autres renseignements : Rapport sur les frais d'utilisation pour 2006-2007

La *Loi sur les frais d'utilisation* ne s'applique pas aux revenus générés par le CCHST.

Tableau 5
Passif éventuel

Obligations et litiges en instance ou imminents

Le CCHST est impliqué dans un litige découlant du cours normal des affaires. Un montant, conforme à l'avis juridique obtenu de notre conseiller juridique, a été inscrit comme créditeur à la fin de l'exercice.

Autres éléments de passif

Indemnités de vacances	376 314 $
Indemnité de départ des employés	1 447 902 $
Total	1 824 216 $

Indemnités de vacances

Les employés ont le droit de reporter les vacances non utilisées d'une année à l'autre jusqu'à concurrence de 30 jours. Ces coûts ne sont comptabilisés que lorsque les indemnités sont versées.

Indemnité de départ des employés

Les employés du CCHST ont droit à des prestations de cessation d'emploi calculées en fonction du total de leurs années de service, de leur salaire et de leur âge au moment de leur départ. Le coût de ces prestations est comptabilisé à mesure que les employés rendent les services nécessaires pour les acquérir. La direction a déterminé son obligation au titre des prestations constituées en se fondant sur ses meilleures estimations des obligations constituées à la fin de l'exercice. Ces prestations représentent la seule obligation du CCHST au titre des avantages sociaux qui donne lieu à un règlement au moyen de paiements futurs.

Indemnités de maladie

Les employés ont le droit d'accumuler les congés de maladie non utilisés. Toutefois, ces crédits de congés de maladie ne représentent pas des avantages acquis et ne peuvent servir qu'en cas de maladie. Les crédits de congés de maladie accumulés qui seront payables dans les exercices futurs ne peuvent être raisonnablement déterminés. Par conséquent, aucun montant ne figure dans le tableau ci-dessus. Les indemnités de maladie sont imputées au fonds de fonctionnement de l'exercice au cours duquel elles sont versées.

Régime de retraite

Les employés admissibles participent au Régime de pensions de retraite de la fonction publique administré par le gouvernement du Canada. Les cotisations du CCHST représentent le coût total des contributions de l'employeur. Ce montant représente actuellement un multiple des cotisations obligatoires des employés et il peut fluctuer au fil du temps selon les résultats du régime. Les cotisations du CCHST sont passées en charges dans l'exercice au cours duquel les services sont rendus et représentent l'obligation totale du Centre au titre du régime. À l'heure actuelle, le CCHST n'est pas tenu de verser des cotisations pour combler une insuffisance actuarielle du Régime de pensions de retraite de la fonction publique.

Tableau 3
Comparaison historique du total des charges prévues et réelles (en millions de dollars)

Secteur d'activité	Réelles 2004-2005	Réelles 2005-2006	2006-2007 Charges prévues	2006-2007 Total des autorisations	Réelles
CCHST	4,4	4,5	4,5	4,5	4,5
Total	**4,4**	**4,5**	**4,5**	**4,5**	**4,5**

Table 4

Revenus disponibles
(En millions de dollars)

Secteur d'activité	Réelles 2004-2005	Réelles 2005-2006	2006-2007 Charges prévues	2006-2007 Total des autorisations	Réelles
CCHST	3,8	3,8	4,3	4,3	3,9
Total	**3,8**	**3,8**	**4,3**	**4,3**	**3,9**

Les revenus disponibles représentent les sommes provenant de la vente de biens et services. Environ 50 % du budget de fonctionnement du CCHST provient de ses activités de recouvrement des coûts. Les conditions générales du marché, la fluctuation des opérations de change, les budgets du gouvernement, les changements technologiques et la concurrence ont tous des répercussions sur les ventes de biens et services.

Tableau 1
Sommaire des crédits votés
Autorisations pour 2006-2007 - Partie II du Budget des dépenses

Besoins financiers par autorisation (en millions de dollars)

Crédit	2006-2007		
	Charges prévues	Total des autorisations	Charges réelles
Crédit 25	4,5	4,3	4,3
Budget des dépenses supplémentaires (A)	-	0,2	0,2
Total pour le Ministère	4,5	4,5	4,5

On a reçu des fonds supplémentaires au cours de l'exercice pour le roulement, desquels on a déduit le montant correspondant aux économies réalisées dans les dépenses.

Tableau 2

Comparaison du total des charges prévues et des charges réelles de 2006-2007 (en millions de dollars)

Secteur d'activité	ETP	Fonctionnement	Capital	Subventions et contributions	Total des charges brutes	Moins : revenus disponibles	Total des charges nettes
CCHST	96	8,8	-	-	8,8	4,3	4,5
Total des autorisations	96	8,8	-	-	8,8	4,3	4,5
Réelles	90	8,4	-	-	8,4	3,9	4,5
Autres revenus et charges							
Autres revenus non disponibles							-
Total des autorisations							-
Réelles							-
Coûts des services fournis par les autres ministères							0,7
Total des autorisations							1,2
Réelles							1,2
Coûts nets du programme							5,2
Total des autorisations							5,7
Réelles							5,7

Il a été difficile d'être conforme aux estimations de revenus en raison de l'importante chute de la valeur du dollar américain. Il devient de plus en plus difficile d'atteindre les objectifs de vente en raison de la progression rapide des technologies et de la disponibilité d'information de rechange. On a fait diminuer les charges liées à la production de revenus pour compenser la diminution des revenus. Les coûts des services fournis par d'autres ministères représentent les coûts des locaux fournis par TPSGC et les services de vérification fournis par le BVG. En outre, on a intégré au budget, pour la première fois, les coûts liés aux prestations de soins dentaires et de santé. Ces chiffres ne font pas partie du Rapport sur les plans et les priorités, mais ils sont divulgués dans les états financiers vérifiés.

Section III Renseignements supplémentaires

Aperçu du rendement financier

Les recettes provenant de la vente de produits et de services continue de diminuer dans de nombreux secteurs de produits. La raison principale de cette diminution est que le marché évolue dans le domaine de l'information, à cause de la concurrence que se livrent les fournisseurs de renseignements sur la SST en ligne. De plus, la dévaluation du dollar américain a fait diminuer les ventes globales de près de 250 000 $. Pour compenser ces pertes, le CCHST a étendu son service de formation pour offrir les cours en ligne, ce qui a obtenu beaucoup de succès, et il a créé un nouveau service qui consiste en un système de gestion des fiches signalétiques, ce qui entraîne une hausse continue des recettes. Les crédits sont à peu près les mêmes que pour les années précédentes.

Le CCHST a cessé de payer directement à TPSGC les prestations de maladie de ses employés pour adopter le même système que les autres ministères. Ce système consiste en un financement du Conseil du Trésor sous forme de crédit législatif et en le paiement d'un taux fixe correspondant par le CCHST. Pour ce qui est des services offerts gratuitement, le CCHST reconnaît que les régimes de soins dentaires et de soins de santé offerts par le SCT sont en accord avec la présentation des autres ministères.

Environ 50 % du budget du CCHST continuent à provenir de la vente de produits et services. Les charges sont à peu près équivalentes à celles des années précédentes, sauf pour ce qui est des coûts entraînés par la création de nouveaux produits. Les états financiers vérifiés sont publiés dans notre rapport annuel.

Tableaux financiers récapitulatifs

Les tableaux suivants s'appliquent au CCHST :

Tableau 1 Sommaire des crédits votés 44
Tableau 2 Comparaison du total des charges prévues et des charges réelles 44
Tableau 3 Comparaison historique du total des charges prévues et réelles 45
Tableau 4 Revenus disponibles 45
Tableau 5 Passif éventuel 46
Tableau 6 Autres renseignements : Sommaire des revenus, charges et crédits 47
Tableau 7 Autres renseignements : Frais d'utilisation 47

conçus en collaboration avec des organisations nationales et internationales de santé et de sécurité au travail et visent principalement à prévenir les maladies, les blessures et les décès.

Voici un sommaire de nos recettes :

Recettes

	2007 (en dollars)	2006 (en dollars)
Produit généré par les ventes		
Abonnements – CCINFOdisc	417 646	436 061
Abonnements – disques spécialisés	255 198	308 187
CCINFOWeb	740 940	670 696
Produits spécialisés - Internet	650 297	617 127
Publications à copie unique	144 230	154 147
Formation et enseignement	403 549	188 299
Autre	12 432	12 479
	2 624 292	2 386 996
Projets et accords de collaboration		
Projets de collaboration	863 263	986 883
Contributions au Service des demandes de renseignements	454 000	454 000
Recouvrement des frais de déplacement	57 093	28 414
	1 374 356	1 469 297
	3 998 648	3 856 293

On a enregistré les recettes ci-dessus au moyen de la méthode de la comptabilité d'exercice, qui calcule les recettes lorsqu'elles sont générées. Ces montants pourraient diverger de ceux figurant dans les rapports gouvernementaux, où les recettes sont reconnues lorsqu'elles sont reçues ou à valoir sur le crédit. On souligne la différence entre les méthodes d'établissement de rapports et on rapproche les données dans les notes des états financiers vérifiés.

Résultat escompté

Recouvrement partiel des coûts au moyen de frais d'utilisation

Total des ressources financières (en milliers de $)

Prévu	Autorisations	Réel
1 121	1 137	1 126

Total des ressources humaines

Prévu	Autorisations	Réel
24	24	22

Le CCHST reçoit près de 50 % de son financement à partir de crédits, et le reste du financement est généré par des initiatives de recouvrement des coûts et le soutien d'autres organisations. Le CCHST était une organisation financée à 100 % jusqu'en 1989, année au cours de laquelle le Cabinet a rendu une décision indiquant que le CCHST devait devenir autonome sur le plan financier. Quelques années plus tard, on a réduit les crédits, et émis une directive indiquant que le CCHST devait recouvrir ses coûts pour financer ce programme. La création de produits et de services et le fait de générer assez de recettes pour compenser les coûts ont été une longue et dure bataille. En 2002, on a recommandé dans un examen de programme de rééquilibrer le financement : 50 % viendrait des crédits et 50 %, du recouvrement des coûts. On élabore des produits et des services pour répondre à l'objectif du CCHST d'améliorer la santé et la sécurité au travail.

Au fil des ans, le CCHST a élaboré de nombreux produits et services. Les récents changements du marché avec l'arrivée d'Internet et l'accessibilité des renseignements ont grandement entravé la capacité du CCHST de générer des recettes. Par ailleurs, la chute du dollar américain a occasionné une perte de revenu. Bon nombre de produits du CCHST sont vendus aux États-Unis et à l'échelle internationale.

Pour répondre aux changements récents du marché, le CCHST a apporté des modifications pour accroître ses recettes. Récemment, on a élaboré des cours d'apprentissage en ligne en tant qu'outil pour accroître l'offre de cours au Canada. Par ailleurs, on a ajouté un système de gestion des fiches signalétiques. Ces nouveaux ajouts nous ont permis de compenser la baisse des ventes de nos lignes de produits traditionnelles et les pertes de revenus occasionnées par la chute de la valeur du dollar américain. Le CCHST élabore en ce moment un système de gestion de la santé et de la sécurité au travail qui sera utilisé pour répondre aux besoins précis des entreprises canadiennes. Ce programme Internet aidera les organisations à maintenir et à améliorer leurs programmes de santé et de sécurité au travail existants ainsi qu'à comprendre les exigences des normes nationales et internationales et à s'y conformer.

Le CCHST réalise son mandat de promouvoir la santé et la sécurité au travail et de promouvoir des attitudes et des méthodes qui permettront d'améliorer la santé physique et mentale des travailleurs au moyen d'un vaste éventail de produits et de services. Ces produits et services sont

Matériel seulement

Conférence de 2006 de la Société canadienne de la santé et de la sécurité au travail
Ottawa (Ont.) – du 10 au 13 septembre
Exposition et conférencier

Conférence professionnelle sur l'hygiène au travail de 2006
San Jose (Californie) – du 16 au 19 septembre
Exposition

Forum intergouvernemental sur la sécurité chimique
Budapest (Hongrie) – du 25 au 28 septembre
Participation

Chemical Hazard Communication Meeting
Washington (D.C.) – Septembre
Participation

Le Grand Rendez-vous en santé et sécurité du travail
Québec – les 11 et 12 octobre
Exposition

Conférence Santé, travail et mieux-être de 2006
Vancouver (C.-B.) – du 12 au 14 octobre
Matériel seulement

25e conférence annuelle sur la santé et la sécurité de la CSSIAT du Nouveau-Brunswick
St. John (N.-B.) – les 22 et 23 octobre
Exposition

Peterborough Health Unit
Peterborough (Ont.) – Octobre
Conférencier

Alberta Health & Safety Conference And Trade Fair
Edmonton (Alb.) – les 21 et 22 novembre
Conférencier

Conférence de la Human Resource Professionals Association of Ontario (HRPAO) de 2007
Toronto (Ont.) – du 31 janvier au 2 février
Exposition et conférencier

Faculté d'ingénierie de l'Université McMaster
Hamilton (Ont.) – janvier
Conférencier

Symposium du printemps de l'Occupational Hygiene Association of Ontario
Mississauga (Ont.) – le 28 mars
Conférencier

Conférence de 2006 de la Saskatchewan Association of Health Organizations (SAHO)
Regina (Sask.) – du 9 au 11 avril
Exposition

Groupe de travail sur le milieu de travail – Série Innovation pour un milieu de travail sain
Hamilton (Ont.) – le 19 avril
Comité du groupe de travail

SEEFPO
Toronto (Ont.) – les 20 et 21 avril
Exposition

Truck World 2006
Toronto (Ont.) – du 20 au 22 avril
Exposition

Conférence nationale de la Canadian Occupational Health Nurses Association
Halifax (N.-É.) – du 26 au 28 avril
Exposition

63e conférence annuelle de l'OASBO
Salon de l'industrie
Ottawa (Ont.) – le 27 avril
Exposition sur table

Corrections et Public Safety et Justice Saskatchewan OH&S Conference
Saskatchewan – le 1er mai
Matériel seulement

Lancement national de la SNASST
Vancouver (C.-B.) – le 1er mai
Conférencier et exposition sur table

IAPA Health and Safety 2006
Toronto (Ont.) – du 1er au 3 mai
Exposition et conférenciers

SNASST de l'Université McMaster de 2006
Hamilton (Ont.) – le 4 mai
Exposition sur table

Canadian Conference on Disaster and Emergency Planning
Toronto (Ont.) – les 1er et 2 mai
Exposition

Séminaire annuel sur la sécurité de l'industrie pétrolière de 2006
Banff (Alb.) – du 3 au 5 mai
Exposition

Western Conference on Safety 2006
Vancouver (B.-C.) – les 8 et 9 mai
Matériel seulement

28e congrès de l'AQHSST
Ville de Québec (Qué.) – du 9 au 11 mai
Exposition

Conférence et exposition annuelles de l'Association des fabricants de pièces d'automobile
Hamilton (Ont.) – les 10 et 11 mai
Exposition sur table

Conférence de 2006 de l'OALT / ABO
St. Catherines (Ont.) – du 10 au 14 mai
Conférencier

American Industrial Hygiene Conference and Exposition (AIHCE) – 2006
Chicago (Illinois) – du 13 au 18 mai
Expositions et conférenciers

64e réunion générale annuelle de la Transportation Health and Safety Association of Ontario (THSAO)
Toronto (Ont.) – les 24 et 25 mai
Exposition

International Conference of Safety Net and Canadian Association for Research on Work and Health (CARWH)
St. John's (T.-N.) – du 7 au 10 juin
Exposition et conférencier

Institut canadien pour le soulagement de la douleur et de l'incapacité
Vancouver (C.-B.) – du 7 au 9 juillet

postsecondaires dans le domaine lié à la santé et à la sécurité professionnelles. Les renseignements sur le programme et les lauréats pour 2006-2007 sont publiés à l'adresse suivante : http://www.cchst.ca/scholarship_winners.

Le programme est financé par des dons privés et par les intervenants. On en fait la promotion dans 26 établissements postsecondaires du Canada, et on offre dans ce cadre des bourses aux étudiants qui remportent un concours annuel.

Le CCHST encourage la collaboration et les échanges d'idées en augmentant les applications en milieu de travail et en améliorant les pratiques au moyen d'exposés éducatifs et d'une participation à des conférences et à des ateliers.

Le CCHST tiendra une conférence nationale pour aborder les questions de la santé et de la sécurité qui émergent des milieux de travail en évolution. Sur le thème « Nouveaux enjeux de santé et de sécurité dans les milieux de travail en constante évolution : un débat canadien », cette conférence nationale de deux jours donnera l'occasion aux experts, aux travailleurs, aux employeurs et aux gouvernements de partager leurs connaissances et leur expérience par rapport à cette question pancanadienne et de discuter des problèmes et des solutions.

Il s'agira de la deuxième conférence nationale organisée par le CCHST. La première, qui s'est tenue en 2005, a permis à près de 350 Canadiens ayant les mêmes préoccupations de débattre et de formuler des recommandations sur la question de la maladie au travail. Des milliers de gens ont pu tirer profit des résultats de cette conférence, car on a affiché les renseignements et les résultats sur le site Internet du CCHST. On s'attend à ce que la conférence de 2007 suscite autant d'intérêt et d'enthousiasme et qu'elle permettra aux Canadiens de trouver des solutions créatives pour qu'ils puissent être en santé et en sécurité au travail.

Nous mettons également de l'avant une messagerie électronique, HS-Canada, afin de distribuer des messages à un groupe de personnes intéressées à la santé et à la sécurité au travail dans le contexte canadien.

Certains des événements auxquels participe le CCHST figurent ci-dessous :

Conférences, expositions, ateliers et présentations

Le CCHST réalise son objectif de promotion de la SST par l'intermédiaire d'activités de mobilisation de divers groupes, en participant à plus de 31 événements au cours de l'exercice et en participant à des réunions, à des conférences et à des présentations dans la plupart des régions du Canada. La participation à ces évènements sert à la fois les objectifs de marketing et de communication. En effet, ce sont, pour le Centre, autant d'occasions de mettre en vedette son vaste éventail de produits et services. Il est possible de cibler des groupes précis, pour faire la promotion de milieux de travail sains dans l'ensemble du Canada. L'interaction importante entre les participants et le CCHST contribue à nous garder en contact avec les besoins des travailleurs canadiens.

Formation et enseignement

La formation et l'enseignement, en plus d'être directement applicables au milieu de travail, sont des moyens efficaces de sensibiliser les employeurs et les employés à leurs droits et responsabilités en matière de SST et d'accroître leurs connaissances dans le domaine. Le CCHST offre des cours en salle de classe, des cours adaptés et des cours en ligne pour répondre aux besoins des Canadiens. Les cours sont évalués par un comité tripartite externe pour garantir leur pertinence et leur intégrité.

- *« Le Programme d'appui à l'éducation est offert facultés. Nous avons mis à la disposition des étu plusieurs guides sur les produits* et guides de rech important afin de les aider à perfectionner connaissances et compétences en matière de santé sécurité au travail et de *salubrité environnementale. des guides les plus populaires est OSHLINE™ NIOSHTIC. »*

En 2007, le CCHST a continué d'accroître son offre de cours en ligne. Il offre actuellement 23 cours (en anglais et en français), et 3 autres sont en préparation. Près de 11 541 personnes sont déjà inscrites cette année. La rétroaction des utilisateurs montre un taux de satisfaction élevé à l'égard du service (96,5 %) et un taux de recommandation élevé (94 %). Avant d'être offerts, les cours sont soumis à un examen tripartite approfondi. Les participants aux cours ont également la possibilité de chercher à obtenir des clarifications auprès des instructeurs. Ces caractéristiques sont uniques au CCHST. On a élaboré des cours personnalisés et on tente continuellement de conclure de nouveaux partenariats.

Programme d'appui à l'éducation

Le Programme d'appui à l'éducation (PAE) du CCHST est offert exclusivement aux universités et collèges en tant que ressource pour le soutien de l'enseignement dans les domaines de la salubrité environnementale et de la santé et de la sécurité au travail ainsi que pour aider les universités et collèges dans leurs démarches visant à créer un milieu de travail sécuritaire et sain. Le PAE compte 103 universités et collèges, dont plusieurs sont très réputés, et il est offert à plus de 3 millions d'étudiants, enseignants et employés.

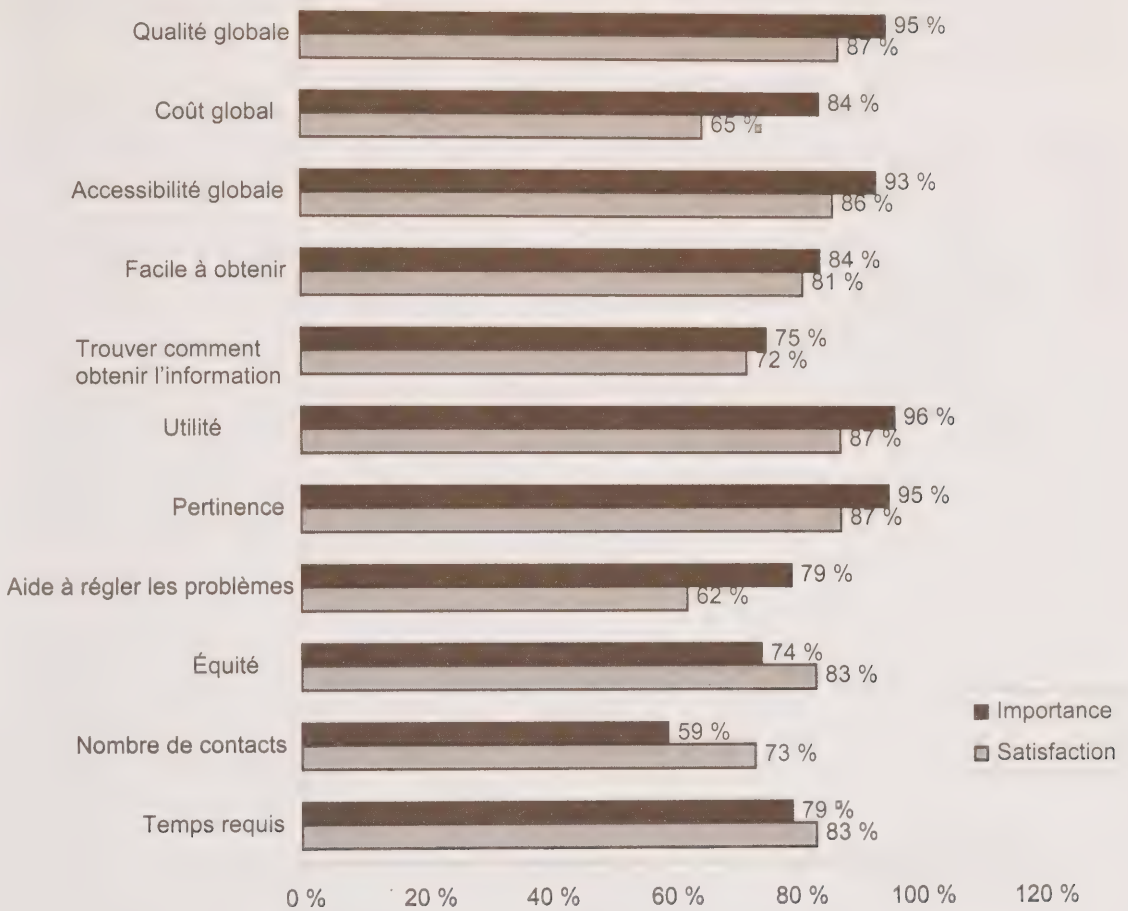
- La promotion de la santé et de la sécurité au travail se fait dans le milieu scolaire grâce au *Programme d'appui à l'éducation* offert aux enseignants et aux étudiants par le CCHST.
- Les bases de données ont été mises à la disposition de plus de 3 millions d'étudiants et d'enseignants en 2006-2007.
- Plus de 103 établissements postsecondaires y participent.

Les renseignements sont utiles aux étudiants, aux enseignants et aux chercheurs ainsi qu'au personnel chargé de la santé et de la sécurité et aux travailleurs. Les étudiants, qui sont les dirigeants de demain, doivent être sensibilisés à la santé et à la sécurité au travail et doivent savoir prévenir les blessures et les maladies au travail.

Le CCHST a également établi une bourse d'études dans le domaine de la santé et de la sécurité au travail, à la mémoire de Dick Martin, un pionnier dans ce domaine au Canada, pour soutenir les étudiants qui poursuivent des études

Récemment, presque 110 000 jeunes ont été grièvement blessés au travail en une année seulement. Ces statistiques signifient que les jeunes accidentés (âgés de 15 à 29 ans) représentent un travailleur accidenté sur quatre au Canada.

Satisfaction à l'égard des produits et services et leur importance



Pour ce qui est de la valeur par rapport à l'argent investi, 96 % des répondants qui ont répondu à cette question ont affirmé que les produits du CCHST offrent une valeur supérieure ou égale à la moyenne pour l'argent investi. De plus, en ce qui concerne l'importance globale du rôle du CCHST dans la satisfaction des besoins de leur organisme en santé et en sécurité, 78 % des répondants ont dit qu'il était très important ou important.

En 2004, le CCHST a fait effectuer une étude indépendante sur la satisfaction des clients à l'égard des services et produits, en conformité avec l'outil de mesures communes et l'enquête Les Citoyens d'abord. L'objectif était de déterminer le niveau de satisfaction des clients à l'égard de diverses caractéristiques des produits et des services et de comparer l'importance de ces caractéristiques. Cette étude peut servir de base aux futures études sur la satisfaction des clients. Dans l'ensemble, les notes, qui sont présentées ci-après, étaient élevées.

trinational et le groupe de travail sur les substances dangereuses. Le CCHST assure la maintenance et l'amélioration d'un site Web afin de faciliter la communication entre les membres du groupe de travail venant du Canada, des États-Unis et du Mexique, et de fournir une source d'information sur la SST provenant de ces trois pays. (http://www.naalcosh.org/index_f.htm)

Pour aider les Canadiens à appliquer les renseignements sur la santé et la sécurité au travail, le CCHST a crée le site Internet CanOsh. Le but de ce site est de permettre aux Canadiens d'accéder facilement et de façon indépendante à des renseignements en matière de santé et de sécurité (SST) pour se conformer aux prescriptions juridiques et améliorer les pratiques en matière de santé et sécurité au travail. En définitive, il leur permet d'acquérir les connaissances nécessaires pour réduire le nombre de décès au travail et de blessures et de maladies professionnelles. Le portail est conçu de façon à fournir aux Canadiens une façon facile et efficace d'accéder à des renseignements sur la santé et la sécurité fournis par les organismes fédéraux, provinciaux et territoriaux responsables de la SST, les commissions des accidents du travail et le CCHST. Ce site se trouve à l'adresse suivante : http://www.canoshweb.org. En utilisant ce site, les Canadiens peuvent aisément faire des recherches et naviguer dans les sites Web des 14 gouvernements du Canada et autres sites. En 2006-2007, 62 425 personnes ont visité ce site à 363 626 occasions.

CanOSH

Un site national regroupant les 14 gouvernements du Canada aidera les Canadiens à se retrouver facilement dans le dédale de règlements et d'information sur la santé et la sécurité au travail.

www.canoshweb.org

La mesure de la qualité des produits du Centre, effectuée au moyen d'une étude indépendante, donne les taux de satisfaction générale suivants (très satisfait ou satisfait) :

Niveau de satisfaction à l'égard des produits du CCHST (pourcentage des répondants s'étant déclarés très satisfaits ou satisfaits)

Indicateur	Satisfaits (%)
Rapidité	89 %
Exhaustivité	85 %
Utilité	92 %
Clarté	86 %
Fiabilité	87 %
Satisfaction globale	80 %

Source : Les données pour le CCHST viennent d'une enquête effectuée auprès des utilisateurs par TNS Canadian Facts en 2005.

Résultat escompté

Application des renseignements relatifs à la santé et à la sécurité au travail pour améliorer les pratiques en milieu de travail

Total des ressources financières (en milliers de $)

Prévu	Autorisations	Réel
1 121	1 137	1 126

Total des ressources humaines

Prévu	Autorisations	Réel
24	24	22

Le résultat attendu des activités du CCHST est une augmentation de l'application des renseignements sur la santé et la sécurité au travail pour améliorer les pratiques en milieu de travail. Il faut tenir compte de plusieurs priorités afin de réaliser cet objectif. Une de ces priorités est de fournir des systèmes d'information et de gestion de haute qualité sur la santé et la sécurité au travail. Ces priorités comprennent également l'application de principes intégrés sur la santé et la sécurité au travail au moyen de la promotion de milieux de travail sains. Il s'agit également de promouvoir la collaboration et les échanges au moyen de tribunes, de conférences et de dialogues nationaux pour accroître l'application des principes dans les milieux de travail et améliorer les pratiques. Le CCHST travaille également en étroite collaboration avec le secteur de l'éducation, des groupes de jeunes et des partenaires pour leur fournir des ressources et faire en sorte que l'enseignement de la santé et de la sécurité dans les écoles se répande et s'améliore.

Le CCHST travaille en collaboration avec des organismes internationaux afin d'obtenir des renseignements à jour qu'il met à la disposition des Canadiens. Le CCHST a travaillé, à l'échelle mondiale, à permettre la distribution gratuite, par Internet, des collections nationales de renseignements sur la SST. Par exemple, il a conçu récemment un portail Web pour les centres collaborateurs de l'Organisation mondiale de la santé (OMS) dans le domaine de la santé au travail (http://www.whoocchealthccs.org/fr/). Ce nouveau portail fournit à chaque centre collaborateur un endroit où présenter ses propres renseignements sur la santé au travail ainsi que des liens vers d'autres renseignements disponibles dans son pays. Il vient s'ajouter au réseau d'information des Centres CIS (http://www.ciscentres.org/fr/welcome/). Le CCHST représente également le Canada au groupe trinational des experts gouvernementaux en santé et en sécurité au travail. Cette initiative a été mise en œuvre en vertu de l'Accord nord-américain de coopération dans le domaine du travail (ANACT). Le CCHST est le représentant canadien pour deux des quatre groupes de travail techniques formés, soit le groupe de travail sur l'élaboration du site Web

pour ce qui est des rapports d'organisations intergouvernementales dans les domaines de produits chimiques, de la santé, de la sécurité et de l'environnement.

Cette information a été diffusée sans frais afin de permettre aux gens des pays en développement d'y avoir accès. Le service regroupe des documents et des bases de données de plusieurs organismes internationaux dans les domaines de produits chimiques, de la santé, de la sécurité et de l'environnement. En moyenne, 182 000 personnes provenant de 170 pays visitent le site Web chaque mois. Au cours d'une récente enquête, 90 % des personnes interrogées ont dit trouver le service INCHEM utile. L'utilisation généralisée du service à l'échelle mondiale montre que le programme répond à un besoin.

Le PISSC INCHEM s'est taillé une réputation mondiale en offrant des services de haute qualité et en diffusant des publications sur la prévention des blessures et des maladies professionnelles issues d'organismes intergouvernementaux dignes de confiance, publications qui sont évaluées par les pairs et qui font autorité.

Le programme Intox du PISSC est une collection de documents destinée aux personnes qui travaillent dans des centres antipoison, qui repèrent et prennent en charge les cas d'empoisonnement ou qui doivent traiter des incidents de santé ayant trait aux produits chimiques. Chaque année, 67 500 visiteurs uniques provenant de plus de 145 pays ont accédé aux renseignements. L'an dernier, on a accédé plus de 2,4 fois aux documents du programme Intox. Bon nombre d'utilisateurs se fient à ces renseignements pour connaître les premiers soins à prodiguer dans les cas d'exposition à des produits chimiques et d'empoisonnement.

Les compétences et l'expertise du CCHST en matière d'élaboration de contenu et de transmission du savoir sont aussi reconnues à l'échelle internationale. Le CCHST est membre d'un consortium d'organismes publics et privés canadiens formant un partenariat canado-brésilien pour répondre aux besoins en matière de santé et de sécurité de petites et moyennes entreprises œuvrant dans des secteurs d'activité précis au Brésil. Le CCHST dirige l'élaboration d'un portail d'information sur la SST visant les participants du secteur industriel du Brésil et offre de la formation aux professionnels de la santé.

Dans le cadre de notre dernière évaluation, les principaux répondants ont indiqué que le CCHST est perçu comme l'une des principales sources d'information sur la SST du monde, qui jouit d'un niveau de reconnaissance plus élevé que beaucoup d'autres institutions nationales liées à la SST.

Le rapport ajoute également qu'« en offrant des produits d'information accessibles qui font la synthèse des résultats de récentes études, y compris ceux d'études menées par des organismes internationaux (ex. : OMS, ONU), le CCHST a clairement fait accroître le volume d'information disponible et a ainsi contribué à la croissance des connaissances en matière de la SST[9] ». Les liens créés à l'échelle internationale ont amélioré la disponibilité de l'information au profit de l'ensemble des Canadiens.

[9] Étude sur l'évaluation des activités et la mesure du rendement du CCHST, 2005

- Le site WorkSafe Saskatchewan a été créé en collaboration avec le ministère du Travail de la Saskatchewan, en tant que source d'information pour la prévention des blessures et des maladies professionnelles. On a augmenté le contenu pour traiter de la santé en milieu de travail, de la santé mentale, des parfums et de la qualité de l'air intérieur. En 2006, plus de 270 000 sessions ont été ouvertes sur ce site Internet. Les indicateurs de satisfaction laissent entendre que ces renseignements sont diffusés dans les milieux de travail et utilisés pour améliorer la santé et la sécurité au travail.

- La base de données sur les pratiques de prévention et SST pour tous – Ontario : élaborés pour le compte de la Commission de la sécurité professionnelle et de l'assurance contre les accidents du travail de l'Ontario. En moyenne 22 000 visiteurs par mois, pour un total de 62 000 à 79 000 consultations. Le site Web sur la pratique des préventions est visité en moyenne par 6 500 personnes par mois.

- Transports Canada : on a créé la Bibliothèque virtuelle des inspecteurs de la sécurité maritime pour les personnes qui travaillent dans des régions éloignées où elles n'ont pas accès à Internet pour les aider à exécuter leurs tâches. Plus de 300 inspecteurs de la sécurité maritime de Transports Canada utilisent cet outil.

- Amélioration de la santé et de la sécurité au travail dans l'industrie brésilienne : le CCHST dirige l'élaboration d'un portail d'information sur la SST à l'intention des participants de l'industrie du Brésil.

- Cours personnalisés pour les entreprises privées et les organismes gouvernementaux.

- Présentations et représentation à l'occasion de conférences et d'activités organisées pour les syndicats, les entreprises et le gouvernement partout au Canada.

- Service de portail Web Apporter la santé au travail : ce service fournit aux employeurs, aux employés et aux intervenants canadiens un accès simple à un éventail complet de ressources fiables et d'outils pratiques de création et de promotion de milieux de travail sains. Les statistiques montrent que 25 002 visiteurs ont accédé au portail 42 429 fois pour les renseignements en anglais et que 6 646 visiteurs y ont accédé 10 252 fois pour les renseignements en français.

Notre rapport annuel contient des renseignements sur ces projets de collaboration et d'autres. L'appui continu du gouvernement, des entreprises et de tous les ordres de gouvernement est un indice important du sentiment de satisfaction à l'égard du CCHST.

Le CCHST est reconnu comme le leader mondial dans l'avancement de la santé et de la sécurité au travail. À preuve, le centre a élaboré le programme Intox du Programme international sur la sécurité des substances chimiques (PISSC) de l'Organisation mondiale de la santé (OMS). Il s'agit d'un système d'exploitation intégré consistant en une base de données et en un logiciel, qui est utilisé dans les centres antipoison du monde entier pour gérer l'information sur les empoisonnements. Un autre projet est PISSC INCHEM, également produit grâce à la collaboration avec l'OMS. Le programme regroupe de l'information essentielle à la gestion saine des produits chimiques qui ont une incidence sur l'environnement et la santé humaine. Le PISSC INCHEM est une source qui fait autorité

sensibilisation était principalement attribué aux efforts déployés par le CCHST, comme la conclusion de partenariats avec d'autres organismes et le niveau élevé de visibilité maintenu par la haute direction du CCHST. Les répondants ont également fait remarquer que le CCHST fait du bon travail en concevant à partir de la synthèse des résultats d'études des produits d'information impartiaux qui sont utiles et faciles à comprendre pour les professionnels de la santé et de la sécurité, les employeurs et les travailleurs[8].

La satisfaction des intervenants peut être constatée dans le cadre des nombreux projets de collaboration réalisés dans tout le Canada. Vous trouverez les détails dans notre rapport annuel à l'adresse suivante : http://www.cchst.ca/ccohs/reports.html

Le soutien que les différents ordres de gouvernement et l'industrie offrent au CCHST se traduit par de nombreux projets de collaboration menés cette année par le CCHST, dont voici quelques-uns :

- Portail Internet Planification de pandémie : on a mis sur pied ce portail pour fournir une source crédible et unique de renseignements pratiques sur la pandémie et de ressources pour la planification aux entreprises et aux travailleurs du Canada. Ce portail a été financé par RHDSC.
- Enquête sur la politique publique relative à la santé et à la sécurité des travailleurs étrangers à Chongqing, en Chine : un projet pour aborder les questions de prévention des blessures et d'assurances pour les travailleurs étrangers. Ce projet financé par l'ACDI permettra aux membres des organisations d'apprendre de l'expérience du Canada en matière de santé et de sécurité en milieu de travail et d'assurances pour les nouveaux travailleurs et les travailleurs étrangers. On utilisera également l'expérience du Canada pour améliorer les lois de Chongqing.
- Site Internet national des jeunes travailleurs : en collaboration avec l'Association canadienne des administrateurs de la législation ouvrière (ACALO), le CCHST a créé ce portail pour aider les jeunes travailleurs et les nouveaux travailleurs à trouver l'information pertinente qui les aidera à prévenir les blessures et maladies professionnelles. Par ce point d'accès unique, les jeunes travailleurs, les enseignants et les parents peuvent obtenir de l'information provenant de toutes les provinces et de tous les territoires du Canada sur les questions de la SST touchant les jeunes travailleurs. On peut consulter ce site à : www.job-one.ccohs.ca . Au cours de l'exercice 2006-2007, 24 472 visiteurs ont accédé à ce site Web plus de 207 477 fois.
- Réseau canadien de la santé : partenaire affilié en matière de santé au travail (http://www.cchst.ca/headlines/text59.html). Cela inclut la conclusion de vastes partenariats avec de nombreux organismes de la santé afin de tenir les Canadiens au fait de leur santé.

[8] Étude sur l'évaluation des activités et la mesure du rendement du CCHST, 2005

Soixante-quinze pour cent des personnes interrogées dans le cadre de l'enquête ont déclaré qu'elles allaient utiliser le contenu du rapport ou prévoyaient le faire, pour apporter des modifications susceptibles d'améliorer la santé et la sécurité de leur milieu de travail. Plus le lectorat du Rapport grossira, plus le CCHST affirme son engagement et consolide ses efforts pour joindre plus de gens et fournir des renseignements fiables et utiles qui pourraient aider à prévenir des blessures ou des maladies liées au travail. Il s'agit d'une méthode rentable pour sensibiliser de nombreux Canadiens aux questions importantes de santé et de sécurité. Les résultats montrent que les lecteurs accordent de la valeur à ce service et utilisent bel et bien les renseignements pour améliorer leur milieu de travail.

Pour s'abonner à ce service gratuit, on peut se rendre au site suivant : http://www.cchst.ca/resources/communications/mailinglists/enews.html.

Dans le cadre de sa campagne de sensibilisation, le CCHST promeut également le Jour de deuil national qui commémore les travailleurs blessés ou morts au travail et qui offre aux employés et aux employeurs l'occasion de renouveler de façon publique leur engagement à améliorer la santé et la sécurité au travail. La promotion se fait par l'entremise du site Internet, de communiqués de presse nationaux, d'un événement commémoratif, d'une bannière et du Rapport sur la santé et la sécurité. Même si l'accès global était faible, on a observé une augmentation de 60 % des utilisateurs du site Internet. On a également créé une affiche gratuite dont 2 944 copies ont été distribuées, une augmentation de 93 % par rapport aux années précédentes.

Les campagnes de sensibilisation comprennent également la participation à la Semaine nord-américaine de la santé et de la sécurité au travail (http://www.naosh.org/). Cela comprend l'offre de séminaires Internet en direct, l'hébergement du site Internet et la participation au lancement de la SNASST au Canada.

Comme il doit de par son rôle demeurer indépendant et impartial dans sa prestation de services, le CCHST cherche constamment à obtenir une rétroaction de la part de ses intervenants. Les évaluations servent à mesurer le degré de satisfaction quant à l'impartialité et à la qualité de ses services. De plus, le CCHST a recours à la participation du conseil tripartite pour l'examen de ses nouveaux programmes, produits et services, et il obtient ainsi des conseils objectifs quant à la pertinence et à la fiabilité de ses nouveaux produits et services impartiaux. Cela s'est révélé très précieux en ce qui a trait à l'élaboration de publications et de cours d'apprentissage en ligne. Le Conseil des gouverneurs, qui compte des représentants des syndicats, des entreprises et des gouvernements, garantit la nature impartiale et pertinente des services du CCHST. Les membres du Conseil se réunissent trois fois par année pour étudier les plans opérationnels et faire part de l'opinion de leurs mandants. Tous les gouverneurs sont des bénévoles représentant la plupart des provinces et des territoires dans tout le Canada, les groupes d'employeurs et les syndicats principaux.

Dans l'évaluation de 2005, les principaux répondants ont affirmé que le CCHST jouit d'une bonne réputation au Canada. Les spécialistes en SST, les leaders professionnels, les syndicats, les travailleurs et les employeurs ayant mis sur pied des comités de santé et de sécurité dans leur entreprise semblent bien connaître le CCHST. Ce niveau élevé de

- Les trois principales catégories de répondants étaient les spécialistes de la santé et de la sécurité en milieu de travail, les travailleurs et les personnes qui font la promotion de la santé au travail.

Le CCHST promeut le RCS au cours de réunions et de conférences, en présentant des exposés et en diffusant des publications et des articles sur la santé au travail. On distribue également un bulletin électronique (Health@work/Sante@u travail) à plus de 830 abonnés. Le RCS et le CCHST figurent également abondamment dans la section Ressources du site Internet de la Semaine pour un milieu de travail sain. Le CCHST est responsable de mettre à jour et de maintenir la section Ressources.

Le Rapport sur la santé et la sécurité, bulletin électronique gratuit du CCHST, est une initiative qui favorise les répercussions positives sur la santé et la sécurité dans les milieux de travail canadiens. En plus de présenter un contenu pertinent, le rapport fait régulièrement et largement l'objet de rediffusion par les organisations qui cherchent à améliorer leur travail de sensibilisation et d'information en matière de santé et de sécurité.

Le service, lancé en janvier 2003, compte 16 325 abonnés dans plus de 100 pays (au 31 mars 2007). Il s'agit d'une augmentation de 40 % du nombre d'abonnés par rapport à l'exercice précédent. Depuis janvier 2006, le bulletin présente des icônes dans la barre transversale qui sont des liens vers la page Web Réponses SST et le portail Apporter la santé au travail. On s'attend à ce que ces liens contribuent à l'augmentation du nombre de visites du site Web du CCHST et qu'ils assurent la promotion des services publics gratuits offerts par le CCHST, dans le but d'améliorer la santé et la sécurité au travail au Canada.

Voici les résultats de l'enquête réalisée en février 2007 auprès du lectorat du Rapport :

- 98,4 % des personnes interrogées se sont dites généralement satisfaites
- 69,4 % des personnes interrogées sont « très satisfaites »
- 68 % des personnes interrogées ont utilisé les renseignements dans le cadre d'une formation, quelquefois ou souvent
- 51 % des lecteurs utilisent le bulletin pour leurs besoins personnels ou à titre de source d'information pour le bulletin de leur organisation, à l'occasion ou fréquemment
- 74 % des lecteurs prêtent le rapport à quatre personnes ou plus, et 14 % le partagent avec 50 personnes ou plus
- Le tiers des lecteurs font imprimer le Rapport et utilisent le contenu dans le cadre de l'élaboration des politiques et de procédures relatives à la santé et la sécurité, à des fins de formation et comme ressource pour leur propre bulletin, babillard et trousse d'orientation à l'intention des employés.
- 83,7 % des répondants disent qu'ils utilisent les renseignements pour faire de leur milieu de travail un endroit plus sécuritaire
- 88 % des répondants mentionnent que les renseignements qu'ils ont reçus sont utiles

Le Réseau canadien de la santé (RCS) est un service de renseignements bilingue en ligne sur la santé qui offre aux Canadiens l'accès à des renseignements fiables sur la promotion de la santé et la prévention des maladies. Conçu en partenariat avec Santé Canada, le RCS est construit à partir d'un « réseau de réseaux », puisque plus de 600 fournisseurs de renseignements en la matière mettent leurs ressources à sa disposition.

Le CCHST participe au Réseau canadien de la santé (RCS) depuis 1999. Voici quelques-unes de ses caractéristiques :

- Un service d'information sur la santé en ligne sans but lucratif.
- Un site Internet qui offre aux Canadiens l'accès à des renseignements fiables sur la promotion de la santé et la prévention des maladies et des blessures en affichant uniquement des ressources de haute qualité, fiables et non commerciales.
- Il a été conçu en partenariat avec l'Agence de santé publique du Canada.

Le RCS est formé de plus de 1 600 fournisseurs de renseignements sur la santé et de collaborateurs au réseau qui mettent leurs ressources à contribution. Il s'agit du premier partenariat entre un gouvernement national et des organisations non gouvernementales de ce genre au monde. Le RCS affiche des renseignements sur 27 sujets liés à la santé et groupes démographiques principaux, notamment la santé au travail.

Le CCHST a été choisi comme partenaire affilié en raison de ce qui suit :

- Nous sommes une organisation de confiance et crédible qui peut rassembler un savoir-faire sur la santé en milieu de travail et des sources de renseignements fiables
- Nous fournissons avec succès aux Canadiens des renseignements sur la santé au travail depuis plus de 27 ans.

Les responsabilités du CCHST en tant que partenaire affilié sont les suivantes :

- Assumer un rôle de chef et de spécialiste du contenu en matière de santé au travail
- Élaborer et soutenir un réseau grandissant de plus de 80 organisations fournissant des renseignements sur la santé et le bien-être en milieu de travail
- Chercher des ressources de haute qualité, fiables et non commerciales. Actuellement, on compte près de 1 700 ressources en anglais et en français dans la collection.

Un sondage de 2006 du RCS sur la santé en milieu de travail a montré ce qui suit :

- Le stress et la santé mentale au travail sont le sujet d'intérêt principal.
- La plupart des visiteurs trouvent « souvent » des renseignements dans la section sur le milieu de travail qui répondent à leurs besoins en information.
- Une proportion impressionnante de 95 % des répondants ont indiqué qu'ils parleraient de la section Santé en milieu de travail à leur famille, à leurs amis ou à leurs collègues.

a trait aux changements actuels ou futurs du milieu de travail qui pourraient améliorer la santé et la sécurité au travail. Pour ce qui est de l'importance générale du CCHST dans la satisfaction des besoins de leur organisation en matière de santé et de sécurité, 78 % des répondants ont dit que le CCHST jouait un rôle très important ou important[7].

Le CCHST a commencé récemment à mesurer la satisfaction de la clientèle à l'égard de la prestation des services ayant trait aux produits. Nous avons envoyé le sondage aux clients qui avaient communiqué avec le service à la clientèle pour obtenir des renseignements, effectué des demandes de services ou de produits ou fait appel au soutien technique. Nous avons mesuré leur satisfaction à l'égard de cinq éléments du service, comme c'était le cas avec l'outil de mesures communes. La satisfaction de la clientèle, dont la moyenne générale était de 88 %, était très élevée. La plupart des clients ont dû communiquer une fois (66 %) ou deux fois (21 %) pour recevoir ce qu'ils voulaient. Cela correspond aux attentes de la clientèle comme le montre l'enquête sur la satisfaction de la clientèle de 2004. Les clients ont affirmé avoir reçu ce dont ils avaient besoin 87,3 % du temps et une partie de ce dont ils avaient besoin, 6,7 % du temps.

Résultat escompté

Sensibilisation accrue aux questions de santé et de sécurité en milieu de travail et plus grande compréhension à cet égard

Total des ressources financières (en milliers de dollars)

Prévu	Autorisations	Réel
1 121	1 138	1 127

Total des ressources humaines

Prévu	Autorisations	Réel
24	24	23

Le CCHST vise à accroître la sensibilisation aux questions relatives à la santé et à la sécurité en milieu de travail et la compréhension à cet égard. Cela est effectué au moyen de promotion publique, de formation, d'information sur Internet, de partenariats et de diffusion de renseignements.

Le risque de ne pas atteindre cet objectif découle directement des ressources financières et humaines à notre disposition. Cela comprend le financement et le recouvrement des coûts pour disposer des fonds nécessaires. Le CCHST conclut également des partenariats avec bon nombre d'organisations et s'appuie donc sur des fonds et d'autres ressources pour réaliser cet objectif. Certains des programmes principaux qui visent à accroître la sensibilisation et la compréhension sont décrits ci-dessous.

[7] Étude sur l'évaluation des activités et la mesure du rendement du CCHST, 2005

portée et l'effet des renseignements du CCHST. On formate et organise à nouveau les réponses existantes sur la SST afin d'en accroître la convivialité pour les visiteurs.

Dans notre évaluation de 2005, nous avons demandé aux utilisateurs de notre site Web combien de personnes de leur organisme respectif bénéficieraient ou pourraient bénéficier de l'information du CCHST. Voici les réponses obtenues : 23 %, de 1 à 10 personnes, 32 %, de 11 à 100 personnes, 18 %, de 101 à 500 personnes et 17 %, plus de 500 personnes. L'information est surtout utilisée pour :

- résoudre les problèmes liés au milieu du travail
- améliorer les programmes de santé et de sécurité
- élaborer des pratiques exemplaires
- se conformer aux règlements sur la santé et la sécurité au travail
- fournir de l'information à des fins d'éducation ou de formation

Pour ce qui est de satisfaire aux besoins des utilisateurs du Service des demandes de renseignements et de diffuser le plus d'information possible dans le but d'apporter des changements dans les lieux de travail au Canada, le CCHST a atteint son objectif. Globalement, le nombre de visiteurs a augmenté de 8 %, et le nombre de fois que les gens ont accédé au service Réponses SST a augmenté de 6 % par rapport à l'année précédente. Afin de rendre le service plus accessible, certaines réponses SST sont également publiées en espagnol. Le nombre de visites sur le site en espagnol a augmenté pour passer de plus de 3 000 utilisateurs uniques à 38 000 par mois.

Pour répondre aux besoins des Canadiens, le CCHST fournit des produits et des services qui prennent différentes formes. Les renseignements sont offerts en copie papier, par Internet, par intranet, sur disques compacts et sur DVD. Les renseignements électroniques, pour que le client puisse en tirer profit, sont présentés de façon conviviale et faciles à consulter. La ligne de produits du CCHST comprend également bon nombre de bases de données et d'autres sources d'information.

De nouvelles publications sont produites pour répondre aux besoins exprimés par les Canadiens.

Les publications sont une méthode bon marché de diffuser directement aux travailleurs de l'information spécialisée à utiliser au travail.

Les guides sur la santé et la sécurité informent les personnes des dangers en milieu de travail pour réduire les risques de blessures et les prévenir. Ils sont conçus pour servir d'outils de référence au travail et de sources d'information. On a distribué plus de 80 000 de ces guides. Chaque année, on élabore de nouvelles publications et on révise celles existantes pour répondre aux besoins des travailleurs canadiens. En 2007, on a publié le guide le plus récent intitulé *Guide santé sécurité de l'entretien d'immeubles*. On a mis à jour deux autres guides. Chaque année, plus de 20 000 copies de ces guides sont vendues au Canada.

Dans le cadre de notre évaluation récente, 77 % des clients qui se sont procuré des produits et des services du CCHST ont dit que l'utilisation qu'ils font des renseignements du CCHST

Les documents les plus consultés portent sur les thèmes suivants :

- Maladies, ergonomie et microtraumatismes répétés, comme le kyste ganglionnaire, le syndrome du canal carpien, le phénomène de Raynaud, la maladie du légionnaire et le *Staphylococcus Aureus* résistant à la méthicilline (SARM)
- Le stress au travail
- Des documents sur l'hygiène personnel, notamment Le lavage des mains : réduire les risques d'infections communes, ainsi que sur les précautions universelles
- L'intimidation et la violence en milieu de travail
- Les quarts de travail
- Des questions juridiques, par exemple la diligence raisonnable
- Des renseignements sur les produits chimiques, (p. ex. qu'est-ce qu'une DL50? le SIMDUT?)
- Les fours à micro-ondes
- L'ergonomie au bureau — divers documents (comment acheter/installer une chaise, les étirements, etc.)
- Les éléments saisonniers, comme les températures extrêmement chaudes ou froides, la température maximale à laquelle on peut travailler et des conseils sur la conduite en hiver

Le Service des demandes de renseignements a commencé le service Réponses SST avec des documents questions et réponses sur divers risques – biologiques, chimiques, ergonomiques, physiques (comme le bruit et la radiation) – et autres risques d'accident qui existent dans les milieux de travail. Nous répondons également aux questions sur les maladies et blessures pouvant découler des matières dangereuses auxquelles les gens sont exposés ou du genre d'activités professionnelles qu'ils effectuent.

Les autres questions abordées par le service Réponses SST sont les programmes de sécurité, la prévention des accidents et des blessures, l'équipement de protection individuelle (EPI), les lois sur la santé et la sécurité au travail, y compris le SIMDUT (loi sur le droit à l'information). Réponses SST couvrira de plus en plus de sujets à mesure qu'il croîtra et évoluera pour répondre aux besoins des Canadiens.

Les publics cibles de Réponses SST sont les travailleurs, les gestionnaires, les superviseurs, les membres de comités mixtes de santé et de sécurité qui sont les « utilisateurs finaux » de l'information reçue sur leurs lieux de travail. Internet a joué un rôle important en permettant au CCHST de rejoindre des millions de Canadiens depuis l'instauration de ce service, il y a de cela plusieurs années. Les travailleurs sont les principaux utilisateurs du Service des demandes de renseignements, suivis des employeurs et des professionnels. En 2006-2007, le CCHST a rejoint avec succès environ 2,5 millions de demandeurs et répondu à plus de 6,6 millions de questions par l'intermédiaire de Réponses SST.

Afin de répondre aux besoins en constante évolution des Canadiens, on examine et met à jour continuellement les ressources d'information du CCHST. Le service Réponses SST a mis à jour 32 RÉPONSES SUR LA SST et a ajouté 12 nouveaux documents. On effectuera en 2007 une enquête personnalisée pour déterminer et évaluer de façon plus approfondie la

les renseignements et à les appliquer directement à leur question. On effectuera un suivi minutieux de la satisfaction à l'égard de la clarté des réponses pour déterminer si ce changement améliore les résultats dans les années à venir.

Une des caractéristiques uniques du Service des demandes de renseignements est que ce sont des agents des demandes de renseignements hautement qualifiés qui répondent aux appels. Cette méthode permet d'évaluer de façon plus exacte les besoins du demandeur; ainsi, on peut fournir les renseignements les plus utiles. Les demandeurs sont heureux d'avoir un accès direct à l'assistance d'une seule personne plutôt que d'avoir affaire à plusieurs personnes ou à un système de messagerie vocale qui n'en finit plus. La satisfaction à l'égard de la courtoisie est très élevée.

Une des mesures de la portée consiste à effectuer le suivi des demandes de publications protégées par le droit d'auteur. En 2006-2007, on a reçu 92 demandes de publications protégées par le droit d'auteur. Ainsi, les renseignements qui y figurent ont été copiés plus de 400 000 fois et peut-être échangés avec encore plus de personnes. Les organisations qui ont fait de telles demandes étaient, entre autres, des ministères gouvernementaux, des entreprises, des syndicats, des organismes de soins de santé et des établissements d'enseignement.

Le CCHST fournit l'information à jour sur les questions qui préoccupent les Canadiens. En 2006-2007, les Canadiens étaient préoccupés par les produits chimiques et les dangers pour le système reproductif, l'ergonomie, la qualité de l'air dans les bâtiments, les cancers liés au travail, la grippe aviaire, ainsi que bon nombre de questions au sujet du harcèlement, de l'intimidation et de la violence en milieu de travail.

Les travailleurs sont à nouveau les principaux utilisateurs du Service des demandes de renseignements cette année, comptant pour 33 % des demandes de renseignements reçues. Pour le reste, 28 % des questions venaient des employeurs, 2 % du gouvernement (législateurs et responsables de l'application de la loi) et 37 %, d'autres professionnels non affiliés.

Réponses SST

Réponses SST est un service de renseignements bilingue sur Internet qui couvre plus de 670 sujets relatifs à la santé et à la sécurité au travail.

Plus de 6 000 questions et réponses se trouvent dans le site Internet; cela a permis de répondre à plus de 6,6 millions de demandes de renseignements sur la santé et la sécurité cette année.

Réponses SST couvre de nombreux sujets du domaine de la santé et de la sécurité au travail. L'information est présentée sous forme de « questions et réponses », et les sujets sont choisis à partir des nombreuses questions reçues par le Service des demandes de renseignements au cours des 28 dernières années.

pourraient avoir pour résultat l'amélioration de la santé et de la sécurité au travail. Ce chiffre provient de demandes de rétroaction formulées deux semaines après la diffusion des renseignements. Les évaluations antérieures effectuées au cours des neuf derniers mois ont montré que 74 % des renseignements demandés ont trait à des modifications actuelles ou éventuelles du milieu de travail. L'écart est attribuable à la durée de la période pendant laquelle les répondants avaient accès aux renseignements.

Selon la rétroaction des clients en 2007, la satisfaction est élevée en ce qui a trait à la compréhension, à la rapidité d'exécution, à l'exhaustivité, à l'utilité, à la clarté et à la courtoisie. On envoie aux clients le sondage sur la satisfaction deux semaines après leur avoir envoyé les renseignements. En 2007, le taux de réponse à ce sondage du CCHST était de 22 %, ce qui est normal pour ce type de sondage.

Sondage sur la satisfaction à l'égard du Service des demandes de renseignements
Du 1er avril 2006 au 31 mars 2007

	Très insatisfait	Insatisfait	Neutre	Satisfait	Très satisfait	Ne s'applique pas
Est-ce que le personnel a compris votre question?	4,3 %	3,9 %	5.6 %	26,3 %	58,5 %	1,3 %
Le temps nécessaire pour obtenir une réponse	5,4 %	4,3 %	7,7 %	29,2 %	52,4 %	1,0 %
L'exhaustivité de la réponse reçue	5,5 %	5,8 %	8,9 %	27,3 %	51,4 %	1,0 %
L'utilité des renseignements	7,3 %	5,8 %	9,3 %	25,8 %	50,6 %	1,2 %
La clarté de la réponse	4,8 %	4,0 %	8,0 %	27,7 %	54,2 %	1,2 %
La courtoisie du personnel	3,7 %	0,1 %	2,1 %	16,6 %	72,5 %	4,9 %
Votre satisfaction générale à l'égard de la réponse	6,0 %	6,4 %	6,0 %	24,3 %	56,3 %	1,2 %

Le sondage montre par ailleurs que la satisfaction des clients augmenterait dans certains cas si les renseignements étaient fournis plus rapidement. On utilise à l'heure actuelle cette rétroaction pour tenter d'améliorer le processus de détermination des demandes urgentes, afin d'y répondre plus rapidement. Cela comprend l'amélioration des communications avec les clients lorsqu'il faut prendre plus de temps pour fournir des réponses spécialisées. Lorsque c'est le cas, on avise le client au moment où il pose sa question de manière à répondre à ses attentes. Les résultats du sondage montrent également que les clients ne comprennent pas toujours les renseignements qui leur sont fournis. Les réponses se trouvent bel et bien dans les documents acheminés aux clients, mais ces derniers éprouvent des difficultés à les extraire et à les appliquer directement à leur question. Ainsi, on joint maintenant des sommaires aux lettres d'accompagnement pour aider les clients à interpréter

- Aide à la conformité avec les règlements concernant la santé et la sécurité au travail
- Comités sur la santé et la sécurité en milieu de travail
- Usages personnels
- Élaboration et amélioration des politiques et des programmes relatifs à la santé et la sécurité
- Enseignement et formation
- Pratiques exemplaires
- Perfectionnement des connaissances sur la santé et la sécurité
- Recherche universitaire ou autre
- Renseignements sur les produits chimiques utilisés en milieu de travail
- Aide à l'élaboration de lois et de normes
- Demandes d'indemnisation des accidents du travail
- Rédaction de fiches signalétiques de produits.

Dans nos statistiques, un appel de nos clients compte pour une réponse à une demande de renseignements. Cependant, nous savons, grâce aux enquêtes précédentes, que les renseignements sont partagés avec de nombreux collègues et autres personnes. Le CCHST pose cette question à ses clients dans le formulaire de rétroaction permanent. Le résultat montre que la portée des services offerts par le CCHST est grande.

« Vous nous avez consacré beaucoup de temps. Merci beaucoup de votre aide. Ces renseignements sont très utiles. Nous comptons les utiliser au cours de nos réunions sur la sécurité et dans le cadre de notre programme sur l'utilisation sûre des outils. Il n'y a pas beaucoup de gens qui prendraient le temps de fournir ce genre de renseignements détaillés. Merci! »

« Le service a été excellent, j'ai reçu des renseignements par courriel dans les jours suivants. La personne qui a répondu à mon appel était un employé de premier ordre, il a pris le temps d'écouter et a répondu à mes questions et à mes préoccupations.

On a demandé aux utilisateurs du Service des demandes de renseignements combien de personnes avaient accès à l'information fournie par le CCHST au sein de leur organisation. Les réponses obtenues montrent que les renseignements sont bien mis à profit :

- 11 % des personnes sondées ont indiqué que plus de 500 personnes au sein de leur organisation pouvaient tirer parti des renseignements fournis par le CCHST
- 16 % ont indiqué qu'ils partageaient les renseignements avec un maximum de 499 personnes
- 37 % ont indiqué qu'ils partageaient les renseignements avec un maximum de 99 personnes
- 25 % ont indiqué qu'ils partageaient les renseignements avec au plus 4 personnes

Même si l'appel d'un client compte pour une seule demande de renseignements, c'est plus de 1,5 million de personnes qui sont touchées par les renseignements du CCHST, selon les pourcentages mentionnés précédemment.

Par ailleurs, 58 % des clients ont indiqué qu'ils utilisaient les renseignements fournis par le CCHST en lien avec des modifications actuelles ou futures du milieu de travail qui

Service des demandes de renseignements

Au total, nous répondons de façon personnalisée à 15 088 demandes de renseignements par année par l'entremise de ce centre de service de demandes de renseignements gratuit, confidentiel et bilingue, en plus des 6,5 millions de réponses que nous fournissons dans le site Internet du CCHST.

Les agents des demandes de renseignements du CCHST forment une équipe de spécialistes de la santé et de la sécurité au travail et de la recherche d'information qui ont accès à toutes les publications du CCHST, aux bases de données internationales et à une vaste bibliothèque interne, qui leur permettent de donner des réponses pertinentes et à jour aux demandes de renseignements des Canadiens. Nous avons répondu à plus de 6,5 millions de demandes de renseignements par l'entremise du service Internet *Réponses SST*. En affichant les questions les plus fréquemment posées dans le site Web libre-service, nous offrons aux Canadiens de l'information qui est disponible en tout temps. Pour ce qui est des questions plus complexes, les Canadiens peuvent aussi communiquer gratuitement avec des spécialistes de la santé au travail par téléphone ou par courriel. Ce service est confidentiel. Le CCHST et ses partenaires en font la promotion partout au Canada en ayant recours à divers moyens comme les foires de la santé, de la sécurité et du mieux-être, le Web, les pages bleues de l'annuaire téléphonique et les publications du CCHST. En 2006-2007, ce service a permis de répondre directement à 15 088 demandes de renseignements.

Le Service des demandes de renseignements répond aux demandes des Canadiens par téléphone, par courriel, par télécopieur et par Internet. Ces demandes proviennent de plusieurs secteurs. Ce service gratuit est essentiel pour faire en sorte que les travailleurs canadiens aient accès à des renseignements qui leur permettent d'exercer leur droit à un milieu de travail sain et sécuritaire. Le service est également important pour les employeurs, car il leur permet de faire en sorte que le milieu de travail soit sécuritaire, et pour le gouvernement, car il l'aide à jouer son rôle dans le milieu de travail.

Selon le rapport d'une récente étude sur la satisfaction des clients, ceux-ci estiment que ce qui leur importe le plus, c'est la qualité générale du service ainsi que l'utilité et la pertinence de l'information. Fort de ces connaissances, le CCHST peut concentrer ses efforts sur ces points dans son activité de diffusion de l'information. L'étude a également mesuré la satisfaction des clients à propos de diverses caractéristiques du service. Dans l'ensemble, 84 % des personnes sondées étaient satisfaites ou très satisfaites du Service des demandes de renseignements. Toutes les précisions sur cette enquête se trouvent à : http://www.cchst.ca/ccohs/reports.html. Environ 74 % des utilisateurs de ce service indiquent qu'ils utilisent l'information obtenue pour des changements qu'ils apportent ou qu'ils comptent apporter à leur milieu de travail et qui pourraient entraîner une amélioration de la santé et de la sécurité au travail.

Dans le cadre de l'engagement du CCHST à maintenir des normes élevées en matière de qualité des services et à obtenir la rétroaction de ses clients, nous avons élaboré un processus de mesure continue de la satisfaction des clients. Nous recueillons aussi des informations sur la portée et les répercussions du programme.

Les utilisateurs du Service des demandes de renseignements ont fait état de la manière dont ils utilisent les renseignements obtenus du CCHST. Voici les utilisations les plus fréquentes de ces renseignements.

Résultat escompté :

Accès facile à des renseignements et à des services liés à la santé et à la sécurité au travail

Total des ressources financières (en milliers de dollars)

Prévu	Autorisations	Réel
1 121 $	1 137 $	1 127 $

Total des ressources humaines

Prévu	Autorisations	Réel
24	24	23

Le CCHST cherche à fournir un accès facile à des renseignements et à des services liés à la santé et à la sécurité au travail. Nous offrons au public un vaste éventail de produits et de services, notamment notre Service des demandes de renseignements, le service Internet Réponses SST, des publications, différents portails Internet et produits d'information. On ajoute constamment du contenu, l'examine et le met à jour pour répondre aux besoins en constante évolution du public. On détermine les besoins des utilisateurs au moyen de différentes méthodes de communication et sources d'information.

La prestation de ces services dans ce domaine présente également des risques. Le Service des demandes de renseignements est financé en partie par la contribution volontaire de la plupart des provinces et des territoires du Canada. Ce financement est soumis aux changements politiques et aux contraintes financières des différentes administrations, lesquels surviennent fréquemment. Les contributions de ces intervenants sont faites pour soutenir le Centre, qui est un organisme fédéral.

Un autre risque à l'égard de la prestation de ces services est l'importante quantité de renseignements accessibles dans Internet. Pour réagir à ce problème, le CCHST accroît continuellement sa présence dans Internet et conclut des partenariats avec des ressources d'information crédibles. Pour aborder ce risque directement, on fait en sorte que le CCHST soit une source d'information de confiance et fiable et que le contenu réponde aux besoins des utilisateurs.

Section II Analyse du rendement des activités de programme en fonction des résultats escomptés

Mesurer la relation directe entre les programmes du CCHST et la diminution des blessures et des maladies n'est pas possible, en raison des nombreuses variables qui ont une incidence sur les résultats. C'est le cas de la plupart des organisations qui fournissent des renseignements qui engendrent des changements sociaux. Il est tout de même possible de mesurer la portée des programmes, ainsi que de recueillir des renseignements sur la manière dont l'information est utilisée.

On sait que l'utilisation d'information pertinente sur la santé et la sécurité en milieu de travail réduit les risques. Notre évaluation confirme que l'information du CCHST est largement utilisée dans les milieux de travail et que les produits et services du CCHST trouvent une application directe dans ces milieux. Parmi les preuves appuyant ce fait, mentionnons les données des sondages auprès des clients, le nombre d'utilisateurs du Service des demandes de renseignements, le nombre d'utilisateurs du site Web et les entrevues auprès des principaux intervenants. Les renseignements sur les enquêtes et les liens vers les rapports figurent à la section V. Selon l'évaluation, bien qu'on ne puisse pas mettre ces données en rapport avec celles sur les accidents ou les maladies, l'utilisation répandue et fréquente de l'information du CCHST signifie qu'il y aura d'importantes répercussions sur les milieux de travail. « L'évaluation a produit un volume considérable de données sur l'utilisation de l'information du CCHST. Il ne doit donc pas y avoir de doute sur l'utilisation répandue de cette information[6]. »

Une autre mesure de l'efficacité consiste en l'optimisation des ressources. L'évaluation révèle également que les ressources consacrées au CCHST sont optimisées, et que l'investissement de fonds publics et de fonds provenant des activités de recouvrement de coûts est rentable. Des économies considérables en temps sont réalisées par les professionnels de la santé et de la sécurité et les travailleurs en général, qui, autrement, seraient obligés d'accéder à l'information par d'autres moyens. « Nous estimons que le CCHST produit une grande quantité d'information utile à un coût relativement modeste pour les fonds publics », peut-on lire dans l'évaluation[6].

Pour s'assurer qu'il offre des services de qualité, le CCHST sollicite en permanence la rétroaction de ses clients et des intervenants. L'information recueillie sert à améliorer les services, ainsi qu'à déterminer les besoins des intervenants et les besoins en information.

---

[6] Étude sur l'évaluation des activités et la mesure du rendement du CCHST, 2005

Les besoins des clients et des intervenants évoluent par ailleurs constamment. Par conséquent, il devient nécessaire de répondre à de nouvelles exigences en matière de santé et de sécurité. Le CCHST cherche constamment à combler ces besoins nouveaux à partir des mêmes ressources disponibles.

effectue des évaluations tous les trois à cinq ans. On a effectué la dernière évaluation en 2005.

Générer 50 % de son financement de base par la vente de produits et de services est une tâche de plus en plus difficile pour le CCHST. Les résultats des ventes varient en fonction des fluctuations du dollar américain, puisque toutes les ventes internationales se font dans cette devise. Au cours des cinq dernières années, cela a donné lieu à un recul des recettes de près de 250 000 $ en raison de la dévaluation du dollar américain. Au dernier examen du financement du CCHST, le taux de change était de 1,52 $ par dollar US, comparativement à 1,04 $ en 2007. Nous n'avons pas été en mesure de générer des ventes supplémentaires pour compenser cette perte de revenu.

Les ventes de bases de données traditionnelles, qui constituaient antérieurement une source principale de revenu pour le CCHST, ont diminué de façon constante au cours des dernières années. Cette tendance montre de façon évidente que le CCHST ne sera pas viable sur le plan financier sans d'autres sources de revenu. Le CCHST a réagi à la situation en élaborant des cours d'apprentissage en ligne et en offrant des services personnalisés de gestion des fiches signalétiques.

Le fait que l'Internet contient des renseignements offerts gratuitement continue de nuire à la capacité du CCHST de vendre des produits d'information. Il est difficile d'assurer un équilibre entre notre rôle qui est de fournir un service public gratuit et notre besoin de générer des recettes au moyen du recouvrement des coûts. Il est difficile d'obtenir du succès sur le plan financier dans un contexte gouvernemental, car l'objectif d'aider les gens ne correspond pas toujours à l'imposition de frais pour des produits et des services. Le fait que le CCHST doit générer 50 % de son financement entraîne l'affectation d'une partie importante des ressources qui doivent être partagées pour la prestation des services au public.

Les produits du CCHST sont axés sur l'information, ce qui entraîne d'importants coûts fixes découlant de l'élaboration et du maintien à jour de bases de données. Il est essentiel de mettre continuellement à jour l'infrastructure et le contenu afin d'offrir des produits et des services complets et efficients à recouvrement de coûts et de fournir de façon efficace des renseignements gratuits par l'entremise du Service des demandes de renseignements et du site Internet. Garder l'information à jour et crédible est une tâche ardue mais essentielle pour assurer la réalisation du mandat du CCHST. Souvent, il faut verser des redevances pour les renseignements recueillis d'autres sources (pour l'infrastructure d'information du CCHST et l'élaboration de produits), et le CCHST est soumis aux décisions prises par d'autres organisations.

Internet permet de joindre un vaste public, mais il s'agit également d'un facteur de risque. En effet, des renseignements sont accessibles de nombreuses sources, mais il se peut qu'ils ne soient pas fiables. Le grand public peut ne pas être conscient de la crédibilité des différentes sources. Le CCHST tente de se distinguer en tant que source objective et fiable de renseignements exacts.

le domaine de la santé au travail, l'Organisation internationale du Travail et l'Agence européenne pour la sécurité et la santé au travail. Le CCHST représente également le Canada dans le groupe de travail trinational d'experts gouvernementaux en santé et en sécurité au travail. Des renseignements plus détaillés sur les différents projets figurent dans notre rapport annuel à l'adresse suivante : http://www.cchst.ca/ccohs/reports.html.

Développement durable

Le CCHST fournit une abondante information sur les produits chimiques et leur impact sur la santé et l'environnement. Le CCHST est une importante source d'information pour les organismes de réglementation gouvernementaux, l'industrie chimique, le secteur de la fabrication et la plupart des secteurs de l'économie, ainsi que pour les citoyens. La gestion de l'environnement est une responsabilité conjointe du gouvernement fédéral, des provinces et des territoires, ainsi que des municipalités, et les particuliers, les groupes communautaires, les organismes non gouvernementaux (ONG) et les entreprises y participent également. Les ministères et les organismes fédéraux partagent la responsabilité de la gestion de l'environnement avec d'autres intervenants, mais les questions environnementales qui se situent à l'échelle internationale sont essentiellement du ressort du gouvernement du Canada[4].

Risques et défis en matière de prestation de services

Le CCHST est un centre national dont l'objectif premier est de fournir aux Canadiens l'accès à de l'information sur les dangers en milieu de travail et sur les conditions de travail, de façon à les aider à enrayer les blessures et les maladies. Il est impossible de déterminer le nombre de blessures, de maladies et de décès qui ont pu être évités directement grâce aux programmes du CCHST, mais on peut mesurer la portée et les répercussions de ces programmes. De nombreux facteurs viennent influencer ces variables, ce qui rend impossible la détermination de l'impact indépendant du CCHST. La portée des améliorations apportées aux conditions de travail, que les utilisateurs attribuent à l'information diffusée par le CCHST, sert de variable subrogative pour mesurer l'impact exercé par le CCHST en matière de santé et de sécurité. L'analyse effectuée dans notre plus récente évaluation indique que les effets escomptés sur les conditions de travail se sont produits[5].

Le CCHST mesure la satisfaction de la clientèle de façon continue au cours de l'année. On a élaboré les outils de mesure à la suite d'une enquête initiale sur la satisfaction de la clientèle effectuée en 2004. On a utilisé ces renseignements pour élaborer des normes de service selon les attentes des clients. Nous mesurons également la portée et l'effet du programme par l'entremise de notre mesure continue du rendement. Toutefois, compte tenu du mandat du Centre, il est plus difficile de mesurer la pertinence, l'efficacité et l'efficience du programme, et il faut effectuer des évaluations objectives. Vu la petite taille du CCHST, on

[4] Le rendement du Canada 2004
[5] Étude sur l'évaluation des activités et la mesure du rendement du CCHST, 2005

Canadiens en santé

- Les maladies et les troubles professionnels ainsi que les décès au travail sont des risques sérieux pour les Canadiens. « Ces résultats sont un rappel que, malgré des progrès récents, un bon nombre de travailleurs subissent encore des blessures et que le risque n'est pas réparti uniformément dans la population active. [3]. » Plus d'un demi-million de travailleurs canadiens se sont blessés au travail en 2003. Le gouvernement prévoit renforcer nos assises sociales en améliorant la santé globale des Canadiens, en commençant par la promotion de la santé pour réduire le nombre de maladies évitables. Une des stratégies les plus efficaces de réduction des maladies est la prévention. Le rôle principal du CCHST est d'appuyer l'aptitude du Canada à améliorer la prévention des maladies liées au travail en fournissant de l'information et des connaissances qui permettront aux Canadiens de déterminer les dangers et les risques en milieu de travail, de les réduire au minimum ou de les éliminer et de trouver des solutions aux problèmes afin de prendre des mesures correctives qui s'imposent. Le CCHST promeut la santé en milieu de travail auprès des secteurs public et privé pour améliorer la santé des Canadiens. On trouve dans le présent rapport et dans notre rapport annuel des détails sur des projets précis.

  Le CCHST contribue à l'objectif visant à améliorer la santé des Canadiens au moyen de son travail avec le Réseau canadien de la santé (une initiative de Santé Canada) en tant que partenaire affilié pour la santé au travail. La tribune publique du CCHST sur les décès au travail a appuyé cette priorité du gouvernement (http://www.cchst.ca/headlines/text59.html). Notre forum à venir intitulé Nouveaux enjeux de santé et de sécurité dans les milieux de travail en constante évolution (http://www.cchst.ca/events/forum07/) stimulera davantage la sensibilisation aux importantes questions relatives à la santé et à la sécurité.

  De plus, le CCHST tient deux portails Internet intitulés Planification de pandémie et Apporter la santé au travail. L'objectif de ces portails est d'élaborer et de fournir des renseignements, des outils et des ressources et de les rendre accessibles pour aider les employés, les employeurs et les spécialistes à faire de leur milieu de travail un endroit sain et sécuritaire.

Rôle du Canada dans le monde

- Le CCHST contribue à une plus grande collaboration entre les nations en favorisant l'échange d'information et de connaissances sur les programmes sociaux et économiques liés à la santé et à la sécurité, cela afin de réduire les blessures et les maladies et d'améliorer les conditions des travailleurs. Le CCHST participe à la promotion et au soutien des initiatives de santé et de sécurité au travail de concert avec des organismes mondiaux tels que l'Organisation panaméricaine de la santé (OPS), les centres collaborateurs de l'Organisation mondiale de la santé (OMS) dans

[3] Kathryn Wilkins et Susan G. Mackenzie, « « Les blessures au travail » *Rapports sur la santé*, vol. 18, n° 3, août 2007, Statistique Canada, Catalogue 82-003

Les conséquences des blessures en milieu de travail peuvent être assez importantes : perte de temps de travail et de revenu, dépenses médicales, coûts d'indemnisation, possibilité de problèmes de santé ou d'invalidité à long terme et fardeau pour la famille du travailleur blessé[2]. Afin de réduire de façon continue ces pertes, les efforts sont maintenant axés sur la prévention des maladies, des blessures et des décès au travail. Le bien-être en milieu de travail est également important pour la santé générale des travailleurs canadiens. On a documenté ces risques au moyen des données recueillies récemment dans le cadre de l'Enquête sur la santé dans les collectivités canadiennes de 2003 (cycle 2.1) qui montre que ces risques sont accrus par des facteurs relatifs au bien-être, comme le stress, le poids santé, le tabagisme, l'alcoolisme et les maladies chroniques.

En tant qu'organisme national, le CCHST entreprend un grand nombre d'activités pour atteindre ses objectifs. Voici certaines de ces activités :

- La diffusion de documents techniques, de données et de renseignements relatifs à la sécurité à l'intention des travailleurs, des milieux de travail et des professionnels de la santé et de la sécurité, de l'environnement du travail et du système d'éducation. Un élément important de cette activité consiste à améliorer la coordination de la diffusion de l'information sur la santé et la sécurité au travail.
- La promotion et l'évaluation de la recherche sur les questions relatives à la santé et à la sécurité au travail.
- La prestation de programmes de formation et de conseils d'expert liés à la santé et à la sécurité au travail.
- La participation à des réunions et à des conférences afin de contribuer à la prévention des problèmes de santé et de sécurité.
- D'autres activités conformes au mandat du Centre, à savoir promouvoir l'amélioration de la santé et de la sécurité en milieu de travail ainsi que la santé mentale et physique des travailleurs canadiens.

Préserver la santé des Canadiens constitue un objectif important pour le Canada. La santé en milieu de travail est une composante essentielle de la santé globale. Le CCHST aide le Canada à atteindre le but qu'il s'est fixé, à savoir : une population en santé, le développement durable, des collectivités sûres, et accomplissement de son rôle dans le monde. Le CCHST travaille en étroite collaboration avec les syndicats, les entreprises et tous les ordres de gouvernement, afin d'établir des normes élevées de santé et de sécurité au travail, d'encourager un esprit de concertation et de collaboration et de réduire ou d'éliminer les risques d'accident du travail.

Voici comment le CCHST contribue à la réalisation des priorités du Canada telles que définies dans le *Rendement du Canada* :

---

2 Kathryn Wilkins et Susan G. Mackenzie, « Les blessures au travail » *Rapports sur la santé*, vol. 18, n° 3, août 2007, Statistique Canada, Catalogue 82-003

Les intervenants participent activement à la gouvernance du CCHST, faisant de ce centre une organisation tripartite unique en son genre, qui s'assure que ses programmes et services sont impartiaux, dignes de confiance et qu'ils répondent toujours aux besoins des Canadiens.

Pour obtenir de plus amples renseignements sur l'orientation stratégique du CCHST, veuillez consulter la Section IV.

Il n'est pas possible d'attribuer directement aux programmes du CCHST la diminution des blessures et des maladies, étant donné qu'il y a trop de variables en jeu, mais des évaluations indépendantes de nos services indiquent que l'utilisation généralisée des renseignements fournis par le CCHST a bel et bien un effet sur les milieux de travail. L'utilisation intensive de ces renseignements peut donner lieu à une diminution des blessures et des maladies dans tous les milieux de travail.

Le tableau suivant établit une comparaison des données sur les blessures et les décès au travail pour les années 2005 et 1970. Le nombre de blessures et de décès a beaucoup diminué par rapport au nombre de travailleurs, mais il demeure trop élevé. Cette diminution résulte vraisemblablement de divers facteurs, comme l'évolution des technologies, des travailleurs mieux sensibilisés, les initiatives prises par l'industrie, ainsi que les politiques et les programmes de santé et de sécurité au travail, y compris les activités des intervenants, de leurs partenaires et du CCHST.

Blessures et décès au travail au Canada

Année	Employés (en millions)	Blessures	Décès	Blessures (par million de travailleurs)	Décès (par million de travailleurs)
1970	7,03	301 653	918	42 909	131
2005	16,17	337 930	1 097	20 899	68

Sources : Accidents du travail et maladies professionnelles - Programme national de statistiques sur les accidents du travail, Association des Commissions des accidents du travail du Canada, Canada, 2001-2005, et Enquête sur la population active de 2005, Statistique Canada.

Les études indiquent que la réduction des risques en milieu de travail présente d'importants avantages, lesquels sont plus de quatre fois supérieurs aux prévisions antérieures. Par ailleurs, selon les estimations de Gunderson and Hyatt, les avantages que la société tire de la réduction des risques qui entraîneraient un décès s'élèvent jusqu'à 13 millions de dollars, alors que les avantages découlant de la réduction des risques qui entraîneraient une blessure non mortelle équivalent environ à 20 000 $[1].

1 Gunderson, Morley et Douglas Hyatt (2001) « Workplace Risks and Wages: Canadian Evidence from Alternative Models » *Revue canadienne économique*, vol. 34, n° 2, mai.

	améliorer et accroître l'enseignement de la santé et de la sécurité dans le système scolaire				
Recouvrement partiel des coûts au moyen des frais d'utilisation	• Vendre des produits et des services qui correspondent à l'objectif d'améliorer la santé et la sécurité en milieu de travail • Accroître les recettes au moyen de nouvelles lignes de produits	Continu	1 121 $	1 126 $	Résultats atteints

E. Rendement du Ministère

Le CCHST a une seule activité de programme : l'élaboration d'information, les services de prestation et la collaboration tripartite en matière de santé et de sécurité au travail.

La loi régissant la création du CCHST s'appuie sur le principe selon lequel tous les Canadiens ont « le droit fondamental à un milieu de travail sain et sécuritaire ». L'existence d'un centre national serait essentielle pour permettre aux gens d'exercer ce droit partout au pays, concept qui est lancé par des intervenants de l'ensemble du Canada et qui bénéficie de leur appui. La loi de 1978 qui a donné suite à ce concept a reçu l'appui unanime des partis fédéraux.

Le but primordial que poursuit le CCHST est de fournir aux Canadiens l'accès à de l'information sur les dangers en milieu de travail et sur les conditions de travail, objectif solidement ancré dans le mandat du CCHST.

Le Centre a été créé afin de mettre en commun et de coordonner l'information dans le domaine de la santé et de la sécurité au travail. Avant 1978, le Canada était le seul pays industrialisé d'importance qui ne possédait pas d'organisme central voué à cette tâche. Étant donné l'étendue et la diversité du Canada et les diverses compétences qui entrent en jeu, il est essentiel de fournir un tel service. Le CCHST travaille en étroite collaboration avec les intervenants clés, tous les ordres de gouvernement, les employeurs et les syndicats à promouvoir la santé et la sécurité au travail et à favoriser la consultation et la coopération dans le but commun de réduire ou d'éliminer les maladies et blessures professionnelles.

	forme de bulletin électronique sur Internet • Doter le site Internet d'un forum électronique pour que les Canadiens puissent échanger facilement des idées sur la santé et la sécurité				
Application des renseignements relatifs à la santé et à la sécurité au travail pour améliorer les pratiques en milieu de travail	• Accroître l'efficacité des milieux de travail en offrant des systèmes de gestion de la santé et de la sécurité • Fournir des renseignements objectifs de haute qualité sur la SST • Améliorer l'application dans les milieux de travail au moyen de la promotion de milieux de travail sains • Promouvoir la collaboration et les échanges d'idées au moyen de dialogues, de conférences et de forums nationaux pour accroître les applications en milieu de travail et améliorer les pratiques • Collaborer avec le secteur de l'éducation, des groupes de jeunes et des partenaires pour	Continu	1 121 $	1 126 $	Résultats atteints

	et des services adéquats pour répondre aux besoins, notamment des guides, des portails Internet et des forums • Élaborer de façon continue des produits et des services liés à la SST et améliorer ceux existants				
Sensibilisation accrue aux questions de santé et de sécurité en milieu de travail et plus grande compréhension à cet égard	• Organiser des forums nationaux sur les questions clés • Promouvoir des milieux de travail sains et des renseignements sur la SST au moyen d'Internet, de cours de formation, de conférences et d'exposés • Améliorer la présentation du site Internet et y rendre la recherche plus facile • Offrir d'autres ressources clés sur la santé et la sécurité relatives aux produits chimiques • Augmenter le contenu en formant des partenariats (par exemple, Réseau canadien de la santé) • Présenter aux Canadiens le Rapport sur la santé et la sécurité sous	Continu	1 121 $	1 127 $	Résultats essentiel-lement atteints

Résultat stratégique : Les Canadiens bénéficieront d'une information impartiale sur la santé et la sécurité au travail et de services visant la prévention des maladies et des blessures professionnelles.					
Activité de programme: Élaboration de l'information sur la santé et la sécurité au travail, services de prestation et collaboration tripartite.					
Résultats escomptés (utiliser les fonds appropriés pour)	**Priorités et engagements pour 2006-2007**	**Type**	**Charges prévues**	**Charges réelles**	**Résultats escomptés et état actuel**
Accès facile à des renseignements et à des services liés à la santé et à la sécurité au travail	• Satisfaction à l'égard des renseignements sur la SST provenant du Service des demandes de renseignements, de l'accès Internet et d'autres sources et facilité d'accès • Répondre aux besoins actuels des Canadiens en information en cherchant, de façon proactive, de nouvelles ressources • Augmenter le contenu offert sur Internet par l'entremise de Réponses SST • Rendre le site Internet du CCHST plus facile à utiliser en améliorant sa technologie et sa conception • Déterminer les nouvelles questions et les nouveaux besoins à risque élevé liés à la SST et élaborer des produits	Continu	1 121 $	1 127 $	Résultats atteints

D. Information sommaire

Le Centre canadien d'hygiène et de sécurité au travail a été créé en vertu d'une loi du Parlement en 1978 avec pour mandat de promouvoir la santé et la sécurité en milieu de travail et d'améliorer la santé physique et mentale des travailleurs.

Le Centre canadien d'hygiène et de sécurité au travail (CCHST) est régi par *la Loi sur le Centre canadien d'hygiène et de sécurité au travail* (L.R.C. *1977-1978,* ch. 29), qui a été adoptée à l'unanimité par le Parlement du Canada. Cette loi vise à promouvoir le droit fondamental des Canadiens à un environnement de travail sain et sécuritaire par la création d'un institut national (le CCHST) chargé d'étudier, d'encourager et de faire avancer, dans un cadre de coopération, la santé et la sécurité au travail pour le bien de tous les travailleurs canadiens.

Total des ressources financières (en milliers de dollars)

Prévu	Autorisations	Réel
4 484 $	4 549 $	4 506 $

Total des ressources humaines

Prévu	Autorisations	Réel
96	96	90

Les charges prévues représentent le montant autorisé dans le cadre du Budget principal des dépenses. Les autorisations représentent le montant total autorisé pour l'année au complet, y compris ce qui est prévu dans le Budget principal des dépenses. L'augmentation des autorisations représente les fonds reçus pour la rémunération relative aux négociations collectives. Les renseignements détaillés sont fournis dans notre rapport annuel à :

http://www.cchst.ca/ccohs/reports.html

Priorités du Ministère

Le CCHST n'a qu'une activité de programme : l'élaboration de l'information, les services de prestation et la collaboration tripartite en matière de santé et de sécurité au travail, en vue d'un seul résultat stratégique. Les politiques et programmes du Ministère visent les résultats escomptés suivants :

C. Architecture d'activités de programme

Résultat stratégique : Les Canadiens bénéficieront d'une information impartiale sur la santé et la sécurité au travail et de services visant la prévention des maladies et des blessures professionnelles.

Activité de programme : Élaboration de l'information sur la santé et la sécurité au travail, services de prestation et collaboration tripartite.

Ce programme a pour objet de dispenser des renseignements gratuits sur la santé et la sécurité au travail afin d'aider les Canadiens dans leurs efforts d'améliorer la santé et la sécurité dans leur milieu de travail. Les particuliers reçoivent de l'information au moyen d'un service gratuit et impartial dispensé par téléphone, courriel, télécopieur, courrier ou en personne. Ils ont aussi accès à une vaste gamme de ressources électroniques et de documents imprimés pour répondre à leurs besoins en information sur la santé et la sécurité. Il se peut que certains de ces produits et services soient offerts sur une base de recouvrement des coûts et qu'ils soient appuyés par des contributions financières de divers intervenants.

Le CCHST recueille, traite, analyse, évalue, crée et publie des documents d'information qui font autorité en matière de santé et de sécurité au travail pour le bénéfice de tous les travailleurs canadiens. Cette information est utilisée pour les activités de sensibilisation et de formation, la recherche, l'élaboration de politiques et de pratiques exemplaires, l'amélioration des programmes de santé et de sécurité, l'observation des règlements et l'usage personnel. Lorsque le produit ou service du CCHST est dispensé à des clients externes distincts et qu'il comporte des avantages auxquels le contribuable moyen n'a pas accès, des frais d'utilisation seront imposés.

Le CCHST encourage et facilite la consultation et la collaboration entre le gouvernement fédéral et les gouvernements provinciaux et territoriaux, ainsi que la participation des syndicats, des gestionnaires et d'autres intervenants dans l'établissement et le maintien de normes élevées et la mise en œuvre d'initiatives sur la santé et la sécurité au travail dans le contexte canadien. Le partage des ressources mène à l'élaboration coordonnée de programmes, de produits et de services uniques qui sont bénéfiques pour tous. Les projets réalisés en collaboration sont généralement appuyés par des contributions financières et non financières aux programmes de la part des intervenants et ont pour effet de faire progresser les initiatives de santé et de sécurité.

B. Déclaration de la direction

DÉCLARATION DE LA DIRECTION
Rapport ministériel sur le rendement de 2006-2007

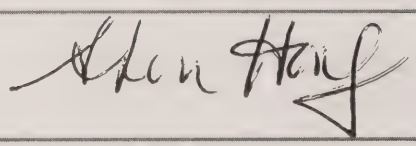
Je présente, en vue de son dépôt au Parlement, le Rapport sur le rendement de 2006-2007 du Centre canadien d'hygiène et de sécurité au travail.

Le présent rapport a été préparé conformément aux principes énoncés dans le *Guide de préparation de la Partie III du Budget des dépenses 2006-2007 : Rapports sur les plans et les priorités et Rapports ministériels sur le rendement* :

- Il adhère aux obligations précises de rendre compte, définies dans le guide du Secrétariat du Conseil du Trésor;
- Il adopte le résultat stratégique et l'architecture d'activités de programme approuvés par le Conseil du Trésor;
- Il présente de l'information de façon cohérente, complète, équilibrée et fiable;
- Il sert de fondement à l'obligation de répondre des résultats obtenus au moyen des ressources et des pouvoirs fournis;
- Il présente des données financières fondées sur les chiffres approuvés du Budget des dépenses et des comptes publics du Canada.

Nom : M. S. Len Hong

Titre : Président et administrateur en chef



Section I : Aperçu du Ministère
A. Le message

En tant que ressource nationale du Canada sur la santé et la sécurité au travail, le Centre canadien d'hygiène et de sécurité au travail (CCHST) est doté d'éléments uniques pour assumer un rôle dirigeant dans la promotion de la transition essentielle vers une culture de santé et de sécurité complètement intégrée.

Au fur et à mesure que de nouveaux enjeux surviennent dans les milieux de travail, le CCHST travaille de façon proactive pour prévoir les besoins en constante évolution des Canadiens et y répondre. Dans le cadre de la tâche qui consiste à répondre aux nouveaux enjeux et besoins des Canadiens, le CCHST a créé un nouveau portail qui s'ajoute à ceux existants. Notre portail Planification de pandémie offre des ressources qui peuvent aider les entreprises, les travailleurs et les collectivités à élaborer des plans et à être mieux préparés à une pandémie de grippe.

Un milieu de travail sain est un milieu où les employés jouissent d'un espace physique et psychosocial sain et sécuritaire, qui leur permet de prévenir les maladies et les blessures liées au travail. En réponse aux besoins grandissants des Canadiens, le CCHST a créé le portail Apporter la santé au travail où se trouvent des outils et des ressources pratiques.

Le CCHST continue de prêter une plus grande attention à l'éducation comme moyen d'aider à mettre en place des milieux de travail sécuritaires, en offrant de nouveaux cours de formation en ligne et en salle de classe. Nous travaillons étroitement avec nos intervenants afin de déterminer leurs besoins en apprentissage.

La vision du CCHST est toujours de prévenir les blessures, les maladies et les décès en milieu de travail et de s'assurer que, à la fin de chaque journée de travail, les Canadiens rentrent à la maison en santé. Le CCHST compte sur le soutien de son Conseil des gouverneurs tripartite qui détermine sa vision et son orientation. Le CCHST est régi par des représentants de syndicats, d'entreprises et des gouvernements provinciaux, territoriaux et fédéral. Cette structure tripartite fait en sorte que le CCHST demeure une source indépendante et fiable de renseignements objectifs pour les employeurs, les travailleurs et les gouvernements.

L'époque à laquelle nous vivons est synonyme d'évolution et d'incertitudes, mais également d'occasions importantes. Le CCHST continuera d'assumer un leadership dans la promotion de la santé, de la sécurité et du bien-être des travailleurs canadiens. Un des droits fondamentaux des Canadiens est de jouir de milieux de travail où règnent la santé et la sécurité.

S. Len Hong
Président et administrateur en chef

Le CCHST, votre partenaire en matière de santé et de sécurité

Nous réalisons cet objectif en affectant de façon minutieuse les ressources limitées afin d'offrir aux Canadiens des renseignements essentiels pour qu'ils puissent prévenir les maladies, les blessures et les décès.

Le CCHST continue d'assumer un leadership dans la promotion de la santé, de la sécurité et du bien-être des travailleurs canadiens.

Sommaire

Le CCHST est un centre qui vise à fournir aux Canadiens des renseignements sur les dangers et les conditions du milieu de travail, de façon à promouvoir la santé et la sécurité au travail et à améliorer la santé physique et mentale des travailleurs. On a créé le CCHST pour offrir une direction commune et coordonner les renseignements du domaine de la santé et de la sécurité au travail.

Le CCHST est un organisme gouvernemental indépendant géré par un Conseil des gouverneurs formé de représentants de syndicats, d'entreprises et de tous les ordres de gouvernement du Canada. Cette structure de gouvernance unique fait en sorte que le CCHST demeure indépendant et constitue une source fiable de renseignements objectifs pour les employeurs, les travailleurs et les gouvernements.

Le CCHST cherche à améliorer les conditions et les pratiques de travail qui rehaussent la santé, la sécurité et le bien-être des travailleurs canadiens au moyen de ce qui suit :

- Sensibilisation accrue aux questions de santé et de sécurité en milieu de travail et plus grande compréhension à cet égard
- Application des renseignements relatifs à la santé et à la sécurité au travail pour améliorer les pratiques en milieu de travail
- Accès facile à des renseignements et à des services liés à la santé et à la sécurité au travail.

Cela est effectué au moyen d'un vaste ensemble de produits et de services offerts aux Canadiens.

Grâce à son travail auprès d'organisations internationales, le CCHST est en mesure d'obtenir de l'information à jour au profit des Canadiens. Le recours à Internet comme moyen de diffusion principal permet à plus de Canadiens d'être efficacement servis. Les portails Planification de pandémie et Milieux de travail sains sont un exemple de l'accès facile à un vaste ensemble de ressources et de renseignements utiles qui sont offerts aux Canadiens. Par ailleurs, on offre de la formation en ligne, ce qui fait que les Canadiens peuvent être beaucoup plus nombreux à suivre des cours sur la santé et la sécurité au travail de haute qualité, uniformes et peu coûteux. Le CCHST dispose d'autres méthodes pour joindre les travailleurs, notamment son Service des demandes de renseignements et d'autres publications.

Les renseignements du CCHST sont largement utilisés pour bon nombre de raisons en milieu de travail, ce qui peut permettre d'améliorer les conditions de travail et, en définitive, à faire diminuer le nombre de blessures et de maladies liées au travail. En effectuant la mesure continue du rendement et des évaluations périodiques, on détermine les besoins et la satisfaction de nombreux intervenants.

Le CCHST est exposé aux risques que posent l'évolution des technologies, les fluctuations du taux de change, la modification des conditions du marché et les différentes exigences de la population. Comme le CCHST doit récupérer 50 % de son budget grâce au recouvrement des coûts, il fait face à de nombreux risques. La gestion d'un programme gouvernemental dans ce contexte est une tâche difficile, compte tenu des nombreux impondérables qui peuvent avoir des répercussions négatives sur les recettes. Compte tenu de ces risques, le CCHST travaille activement à l'augmentation de ses recettes en élaborant de nouvelles gammes de produits et en mettant à jour les renseignements existants. L'objectif principal est d'offrir des services publics.

Table des matières

Sommaire 3

Section I : Aperçu du Ministère 5
A. Le message 5
B. Déclaration de la direction 6
C. Architecture d'activités de programme 7
D. Information sommaire 8
E. Rendement du Ministère 12

Section II Analyse du rendement des activités de programme en fonction des résultats escomptés 19

Accès facile à des renseignements et à des services liés à la santé et à la sécurité au travail 20
Sensibilisation accrue aux questions de santé et de sécurité en milieu de travail et plus grande compréhension à cet égard 27
Application des renseignements relatifs à la santé et à la sécurité au travail pour améliorer les pratiques en milieu de travail 34
Recouvrement partiel des coûts au moyen de frais d'utilisation 42

Section III Renseignements supplémentaires 44

Aperçu du rendement financier 44
Tableaux financiers récapitulatifs 44
Sommaire des crédits votés 45
Comparaison du total des charges prévues et des charges réelles 45
Comparaison historique du total des charges prévues et réelles 46
Revenus disponibles 46
Passif éventuel 47
Autres renseignements : Sommaire des revenus, des charges et des crédits 48
Autres renseignements : Rapport sur les frais d'utilisation pour 2006-2007 48

Section IV : Aperçu du Ministère 49

Mandat, vision et mission 49
Objectifs 49
Principes directeurs 49
Structure organisationnelle et organigramme 52

Section V : Autres points d'intérêt 54

A. Personnes-ressources à joindre pour obtenir plus de renseignements 54
B. Loi applicable et nom du ministère responsable 55
C. Examens clés 55
D. États financiers vérifiés 55
E. Liste des rapports législatifs et ministériels 55
F. Pour obtenir de plus amples renseignements sur les normes de service pour les frais d'utilisation 56

Centre canadien d'hygiène et de sécurité au travail

Rapport sur le rendement

Pour la
période se terminant
le 31 mars 2007

L'honorable Jean-Pierre Blackburn, C.P., député
Ministre du Travail et de l'Agence de développement économique du Canada pour les régions du Québec

Avant-propos

Les Rapports ministériels sur le rendement constituent un élément clé du cycle de planification, de surveillance, d'évaluation et de compte rendu des résultats au Parlement et aux Canadiens. Ils sont au cœur de la responsabilisation au gouvernement.

Les ministères et organismes sont invités à préparer leurs rapports d'après les principes du gouvernement du Canada pour la présentation de rapports au Parlement (énoncés dans le *Guide de préparation du Budget des dépenses 2006-2007* disponible à http://www.tbs-sct.gc.ca/rma/dpr/06-07/index_f.asp). Ces principes sont le fondement conceptuel pour la préparation des rapports et s'inscrivent dans les pratiques actuelles recommandées en matière de rapports publics.

Selon ces principes, des rapports efficaces sur le rendement fournissent un compte rendu concis, cohérent, fiable et équilibré du rendement d'une organisation en rapport avec ses plans et les résultats prévus. Ils mettent l'accent sur les résultats en faisant un compte rendu non seulement des activités et des extrants qui ont été réalisés, mais également des progrès accomplis pour atteindre les résultats — les avantages durables pour les Canadiens et la société canadienne. Le rendement y est mis en contexte, il est relié aux plans et aux résultats prévus (on explique les modifications apportées, le cas échéant) et l'on discute des risques et des défis principaux qui ont une incidence sur le rendement de l'organisation. Les rapports efficaces sur le rendement établissent un lien solide entre les ressources et les résultats pour montrer ce que l'on a accompli au moyen d'une gestion rigoureuse des fonds publics. On y rend également compte des résultats réalisés en association avec d'autres organisations gouvernementales et non gouvernementales. En dernier lieu, le rapport est crédible parce que le rendement déclaré y est étayé d'éléments d'information probants et impartiaux.

Le présent Rapport ministériel sur le rendement, ainsi que ceux de beaucoup d'autres organisations, est disponible sur le site Internet du Secrétariat du Conseil du Trésor du Canada à l'adresse suivante : http://www.tbs-sct.gc.ca/est-pre/estimF.asp. Les lecteurs qui veulent obtenir une vue pangouvernementale détaillée de la contribution du gouvernement fédéral au rendement du Canada en tant que nation peuvent consulter *Le rendement du Canada 2006-2007*, qui est disponible en ligne à la même adresse Internet. Structuré en fonction de quatre grands secteurs de dépenses (affaires économiques, affaires sociales, affaires internationales et affaires gouvernementales), le rapport *Le rendement du Canada 2006-2007* sert de document directeur pour les 90 Rapports ministériels sur le rendement et comprend un aperçu global des dépenses réelles pour l'ensemble du gouvernement; on y présente également des faits saillants des rapports sur le rendement des ministères et des organismes. La version électronique du rapport *Le rendement du Canada* comporte des liens vers les Rapports ministériels sur le rendement pertinents qui contiennent de l'information additionnelle sur le rendement et les ressources.

Le gouvernement du Canada s'est engagé à améliorer sans cesse l'information qu'il communique au Parlement et aux Canadiens. La rétroaction des lecteurs est importante pour assurer une amélioration constante des Rapports ministériels sur le rendement et des autres documents relatifs au Budget des dépenses.

On peut adresser ses commentaires ou ses questions à l'adresse suivante :

Direction de la gestion axée sur les résultats
Secrétariat du Conseil du Trésor du Canada
L'Esplanade Laurier, Ottawa, Ontario K1A OR5

Les documents budgétaires

Chaque année, le gouvernement établit son Budget des dépenses, qui présente l'information à l'appui des autorisations de dépenser demandées au Parlement pour l'affectation des fonds publics. Ces demandes d'autorisations sont présentées officiellement au moyen d'un projet de loi de crédits déposé au Parlement. Le Budget des dépenses, qui est déposé à la Chambre des communes par le président du Conseil du Trésor, comporte trois parties :

Partie I – Plan de dépenses du gouvernement présente un aperçu des dépenses fédérales et résume les principaux éléments du Budget principal des dépenses.

Partie II – Budget principal des dépenses étaye directement la *Loi de crédits*. Le Budget principal des dépenses énonce les autorisations de dépenser (crédits) et les sommes à inclure dans les projets de loi de crédits que le Parlement doit adopter afin que le gouvernement puisse mettre en application ses plans de dépenses. Les Parties I et II du Budget des dépenses sont déposées simultanément le 1er mars ou avant.

Partie III – Plan de dépenses du ministère est divisé en deux documents :

1) **Les rapports sur les plans et les priorités (RPP)** sont des plans de dépenses établis par chaque ministère et organisme (à l'exception des sociétés d'État). Ces rapports présentent des renseignements plus détaillés, pour une période de trois ans, sur les principales priorités d'une organisation, et ce, par résultat stratégique, activité de programme et résultats prévus, incluant des liens aux besoins en ressources connexes. Les RPP contiennent également des données sur les besoins en ressources humaines, les grands projets d'immobilisations, les subventions et contributions, et les coûts nets des programmes. Ils sont déposés au Parlement par le président du Conseil du Trésor au nom des ministres responsables des ministères et des organismes qui dépendent des crédits parlementaires et qui sont désignés aux annexes I, I.1 et II de la *Loi sur la gestion des finances publiques*. Ces documents sont habituellement déposés au plus tard le 31 mars, pour renvoi aux comités qui peuvent ensuite faire rapport à la Chambre des communes conformément au paragraphe 81(7) du Règlement.

2) **Les rapports ministériels sur le rendement (RMR)** rendent compte des réalisations de chaque ministère et organisme en fonction des attentes prévues en matière de rendement qui sont indiquées dans leur RPP. Ces rapports sur le rendement, qui portent sur la dernière année financière achevée, sont déposés au Parlement en automne par le président du Conseil du Trésor au nom des ministres responsables des ministères et des organismes qui dépendent des crédits parlementaires et qui sont désignés aux annexes I, I.1 et II de la *Loi sur la gestion des finances publiques*.

Le Budget supplémentaire des dépenses étaye directement la *Loi de crédits*. Le Budget supplémentaire des dépenses énonce les autorisations de dépenser (crédits) et les sommes à inclure dans les projets de loi de crédits que le Parlement doit adopter afin que le gouvernement puisse mettre en application ses plans de dépenses. Le Budget supplémentaire des dépenses est habituellement déposé deux fois par année, soit un premier document au début novembre et un document final au début mars. Chaque Budget supplémentaire des dépenses est caractérisé par une lettre alphabétique (A, B, C, etc.). En vertu de circonstances spéciales, plus de deux Budgets supplémentaires des dépenses peuvent être publiés au cours d'une année donnée.

Le Budget des dépenses, de même que le budget du ministre des Finances, sont le reflet de la planification budgétaire annuelle de l'État et de ses priorités en matière d'affectation des ressources. Ces documents, auxquels viennent s'ajouter par la suite les Comptes publics et les rapports ministériels sur le rendement, aident le Parlement à s'assurer que le gouvernement est dûment comptable de l'affectation et de la gestion des fonds publics.

©Sa Majesté la Reine du chef du Canada, représentée par le
Ministre des Travaux publics et Services gouvernementaux, 2007.

Ce document est disponible en médias substituts sur demande.

Ce document est disponible sur le site Web du SCT à l'adresse suivante : www.tbs-sct.gc.ca.

En vente chez votre libraire local ou par la poste auprès
des Éditions et Services de dépôt
Travaux publics et Services gouvernementaux Canada
Ottawa (Ontario) KIA OS5

Téléphone : 613-941-5995
Commandes seulement : 1-800-635-7943 (Canada et É.-U.)
Télécopieur : 613-954-5779 ou 1-800-565-7757 (Canada et É.-U.)
Internet : http://publications.gc.ca

No. de catalogue : BT31-4 22-2007
ISBN 978-0-660-63427-2

FSC
Sources Mixtes
Groupe de produits issu de forêts bien gérées, de sources contrôlées et de bois ou fibres recyclés.

Ce logo décrit le papier FSC utilisé pour la couverture seulement.
Le texte est imprimé sur un papier FSC contenant
100% de fibres recyclées après consommation.

BUDGET DES DÉPENSES

Centre canadien d'hygiène et de sécurité au travail

Rapport sur le rendement

Pour la période se terminant
le 31 mars 2007

Canada

ESTIMATES

Canadian Environmental Assessment Agency

Performance Report

For the period ending
March 31, 2007

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of:

Part I – The Government Expense Plan provides an overview of federal spending and summarizes the key elements of the Main Estimates.

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before March 1.

Part III – Departmental Expenditure Plans, which is divided into two components:

1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail over a three-year period on an organisation's main priorities by strategic outcome(s), program activity(s) and planned/expected results, including links to related resource requirements. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the appropriation dependent departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are usually tabled on or before March 31 and referred to committees, which may then report to the House of Commons pursuant to Standing Order 81(7).

2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the appropriation dependent departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

Supplementary Estimates directly support an *Appropriation Act*. The Supplementary Estimates identify the spending authorities (votes) and amounts to be included in the subsequent appropriation bill. Parliamentary approval is required to enable the government to proceed with its spending plans. Supplementary Estimates are normally tabled twice a year, the first document in early November and a final document in early March. Each Supplementary Estimates document is identified alphabetically A, B, C, etc. Under special circumstances, more than two Supplementary Estimates documents can be published in any given year.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

©Her Majesty the Queen in Right of Canada, represented
by the Minister of Public Works and Government Services, 2007.

This document is available in multiple formats upon request.

This document is available on the TBS Web site at the following address: www.tbs-sct.gc.ca.

Available through your local bookseller or by mail from
Publishing and Depository Services
Public Works and Government Services Canada
Ottawa (Ontario) KIA OS5

Telephone: 613-941-5995
Orders Only: 1-800-635-7943 (Canada and U.S.A.)
Fax: 613-954-5779 or 1-800-565-7757 (Canada and U.S.A.)
Internet: http://publications.gc.ca

Catalogue No.: BT31-4/23-2007
ISBN 978-0-660-63428-9

FSC
Mixed Sources
Cert no. SW-COC-789
This logo represents the cover s
The text is printed on a different
made from 100% Post-Consume

Foreword

Departmental Performance Reports are a key component in the cycle of planning, monitoring, evaluating, and reporting results to Parliament and Canadians. They are at the heart of accountability in government.

Departments and agencies are encouraged to prepare their reports according to the Government of Canada Reporting Principles (provided in the *Guide to the Preparation of the 2006–2007 Estimates* available at http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_e.asp). These principles are the conceptual foundation upon which the reports are prepared and they are consistent with current recommended public reporting practices.

Based on these principles, an effective performance report provides a concise, coherent, reliable, and balanced account of an organization's performance in relation to its plans and expected results. It focuses on results by reporting not only the activities and outputs achieved, but also the progress made towards achieving outcomes - the enduring benefits for Canadians and Canadian society. It sets performance in context, associates performance with plans and expected results (explaining any changes), and discusses the key risks and challenges that affected organizational performance. An effective performance report has strong linkages between resources and results to show what was achieved through the sound stewardship of public funds. It also reports on results realised in partnership with other governmental and non-governmental organisations. Finally, the report is credible because it uses objective, evidenced-based information to substantiate the performance reported.

This Departmental Performance Report, along with those of many other organizations, is available at the Treasury Board of Canada Secretariat Internet site: http://www.tbs-sct.gc.ca/est-pre/estime.asp. Readers seeking a high-level, whole of government overview of the federal government's contribution to Canada's performance as a nation should refer to *Canada's Performance 2006–07*, available online at the same Internet address. Structured around four broad spending areas (Economic Affairs, Social Affairs, International Affairs and Government Affairs), *Canada's Performance 2006–07* serves as a guide to the 90 Departmental Performance Reports and includes a whole of government view of actual spending as well as selected highlights from departmental and agency performance reports. The electronic version of *Canada's Performance* links to the relevant Departmental Performance Reports, which contain additional information on performance and resources.

The Government of Canada is committed to continually improving reporting to Parliament and Canadians. The input of readers is important to ensure that Departmental Performance Reports and other Estimates documents are enhanced over time.

Comments or questions can be directed to:

Results-based Management Directorate
Treasury Board of Canada Secretariat
L'Esplanade Laurier, Ottawa, Ontario K1A OR5

Canadian Environmental Assessment Agency

Departmental Performance Report

For the period ending
March 31, 2007

The Honourable John Baird
Minister of the Environment and
Minister responsible for the
Canadian Environmental Assessment Agency

Table of Contents

Section I: Overview 1

Minister's Message 3

Management Representation Statement 4

Summary Information 5

Reason for Existence 5

Agency Operating Environment and Challenges 10

Shared Environmental Management Responsibility 10

Integrating Competing Interests 10

Aboriginal Peoples 11

Improved Federal Policy Development 11

International Community 11

Stakeholders and Partners 13

Federal Departments, Agencies and Crown Corporations 13

Provincial and Territorial Governments 13

Industry/Proponents 13

Public and Non-Governmental Organizations 14

Link to the Government of Canada Outcome Areas 15

Section II: Analysis of Program Activities by Strategic Outcome 17

Analysis by Program Activity 18

Key Program: Coordination and Cooperation 19

Key Program: Guidance and Operations 21

Key Program: Continuous Improvement 23

Section III: Financial Tables 25

SECTION IV: OTHER ITEMS OF INTEREST 51

Agency Organization 52

Statistical Summaries of Environmental Assessments 53

Screenings 53

Comprehensive Studies 54

Review Panels 54

Contacts for Further Information 56

LIST OF TABLES

Table 1: Comparison of Planned to Actual Spending (including FTEs) 26

Table 2: Resources by Program Activity 26

Table 3: Voted and Statutory Items 27

Table 4: Services Received Without Charge 27

Table 5: Sources of Respendable and Non-Respendable Revenue 28

Table 6-A: *User Fees Act* 29

Table 6-B: Policy on Service Standards for External Fees 30

Table 7: Progress against the Agency's Regulatory Plan 31

Table 8: Response to Parliamentary Committees, and Audits and Evaluations 33

Table 9: Sustainable Development Strategy 34

Table 10: Financial Statements 36

SECTION I: OVERVIEW



In this section:

- Minister's Message
- Management Representation Statement
- Summary Information
- Agency Operating Environment and Challenges
- Stakeholders and Partners
- Link to the Government of Canada Outcome Areas

Minister's Message

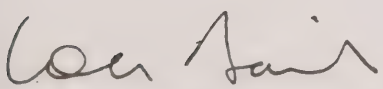
I am pleased to present the Performance Report of the Canadian Environmental Assessment Agency for the period ending March 31, 2007. This report outlines the Agency's key accomplishments for the 2006–2007 fiscal year.

The Agency's overall mandate is to support high-quality environmental assessments that contribute to informed decision making. During this reporting period, the Agency's priorities were improving integration of the environmental assessment process; assuming a more active leadership role in federal environmental assessment; and building capacity to deliver on its responsibilities.

The Agency operates in an increasingly complex environment. Environmental assessment must continually adapt to emerging trends, new scientific methods and insights, and evolving public expectations. During 2006–2007, the Agency focused its efforts on activities that contribute to more effective, efficient environmental assessments and better coordination of activities within the federal government and with other jurisdictions.

The federal environmental assessment process plays an important role in safeguarding our environment while allowing for a strong and growing Canadian economy. The Canadian Environmental Assessment Agency will continue to provide leadership to improve this process and support informed decision making.

It gives me great pleasure, therefore, to submit the 2006–2007 Performance Report for the Agency.



John Baird, P.C., M.P.

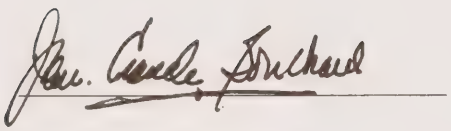
Minister of the Environment and Minister responsible for the Canadian Environmental Assessment Agency

Management Representation Statement

I submit for tabling in Parliament, the 2006–2007 Departmental Performance Report for the Canadian Environmental Assessment Agency.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2006–2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*.

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance.
- It is based on the Department's Strategic Outcome and Program Activity Architecture that were approved by the Treasury Board.
- It presents consistent, comprehensive, balanced and reliable information.
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it.
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.



Jean-Claude Bouchard

President

SUMMARY INFORMATION

Reason for Existence

The Canadian Environmental Assessment Agency (the Agency) provides leadership and serves as the centre of expertise for the federal environmental assessment process. The Agency's mandate is to provide Canadians with high-quality environmental assessments that contribute to informed decision making in support of sustainable development.

A strategic outcome defines the work of the Agency: "Environmental assessment is an integral part of program and policy decision making." The Agency's program activity is "efficient and effective environmental assessment." This work is achieved through three key programs: coordination and cooperation, guidance and operation, and continuous improvement.

Led by the President, who reports directly to the Minister of the Environment, the Agency delivers its mandate within the framework of the following instruments:

- the *Canadian Environmental Assessment Act* (the Act) and its accompanying regulations;
- the *Canada-Wide Accord on Environmental Harmonization* and bilateral agreements with provincial governments that establish arrangements for cooperative environmental assessments; and
- international agreements containing environmental assessment provisions to which Canada is a party, principally the United Nations *Economic Commission for Europe Convention on Environmental Impact Assessment in a Transboundary Context.*

The Agency also assists the Minister of the Environment in implementing the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* by providing guidance to federal authorities on environmental assessment considerations and requirements with respect to proposed policies, plans and programs. Moreover, the *Cabinet Directive on Implementing the Canadian Environmental Assessment Act* reinforces the key facilitation role of the Agency in the administration of the Act and in encouraging the application of federal environmental assessments in a manner that supports the timely, predictable and efficient preparation of high-quality environmental assessments.

The President of the Agency has been designated by order-in-council as the federal administrator of the environmental and social protection regimes set out in chapters 22 and 23 of the 1975 *James Bay and Northern Quebec Agreement.*

Financial Resources ($000s)

Planned Spending	Total Authorities	Actual Spending
18,033	19,525	18,372

Human Resources

Planned	Total Authorities	Actual
149	148	148

Status on Performance

Strategic Outcome

Environmental assessment is an integral part of program and policy decision making.

Program Activity

Efficient and effective environmental assessment.

Expected Results

Environmental assessment:

a) Processes are well coordinated across the federal government and with other jurisdictions;

b) Expertise and operational capacity is maintained and enhanced, and the role of stakeholders and decision makers is supported; and

c) Practices are improved, and increasingly effective mitigation measures are implemented.

Priority	Type	Performance Status	Planned Spending ($000s)	Actual Spending ($000s)
No. 1 *Build a framework for more integrated environmental assessments.*	New	Ongoing	4,508	4,593
No. 2 *Assume a more active leadership role in federal environmental assessment.*	New	Met	9,017	9,186
No. 3 *Build the capacity to deliver on existing and new responsibilities.*	Ongoing	Partially Met	4,508	4,593
		Total	**18,033**	**18,372**

Note: 2006–2007 is a transition year to implementation of the November 2005 *Cabinet Directive on Implementing the Canadian Environmental Assessment Act*.

Priority No. 1: Build a framework for more integrated environmental assessments

Since its introduction in the early 1970s, the federal environmental assessment process has evolved in response to continuous changes in policy, law and increasing public expectations that the environment will be considered when the Government of Canada makes decisions. An ongoing challenge has been to ensure that federal environmental assessments are well integrated with other federal regulatory requirements as well as provincial reviews of proposed projects. Successful integration can reduce costly delays for proponents and improve the quality and effectiveness of environmental assessments.

Throughout the past year, the Agency worked on measures to improve integration within the context of the current legislative framework. For example, delays sometimes occur when several departments responsible for the assessment of the same project struggle with the question of what components of a project should be assessed. To facilitate these "scoping" decisions, the Agency developed the *Interim Approach for Determining Scope of Project for Major Development Proposals with Specific Regulatory Triggers under the Canadian Environmental Assessment Act*. The Agency has also worked with Natural Resources Canada and other federal authorities on the creation of the Major Projects Management Office and other measures to improve the overall environmental regulatory system for major resource projects (e.g., large metal mines).

Provinces and territories are important partners in environmental assessment. Bilateral agreements and project-specific arrangements prevent duplication by allowing a single environmental assessment to meet the legal requirements of both jurisdictions. To build on these arrangements, the Agency, along with its counterparts in Manitoba and British Columbia, is leading an initiative of the Canadian Council of Ministers of the Environment to identify options for improving the timeliness and predictability of the delivery of environmental assessment.

Over the longer term, this priority may result in new or revised legislation. To this end, the Agency initiated discussions with the Minister of the Environment's multi-stakeholder Regulatory Advisory Committee on issues, such as the adequacy of the current self-assessment approach. The results of these discussions and the ongoing Quality Assurance Program will help to ensure that the Agency is well positioned to support the 2010 review of the Act by Parliamentary Committee.

Priority No. 2: Assume a more active leadership role in federal environmental assessment

In early 2006, the Agency focused its work on the activities that have maximum influence on effective and efficient environmental assessment. This was done through an action plan based on the aforementioned three priorities. Through the action plan, the majority of the Agency's efforts centred on coordinating federal environmental assessment of projects on a priority basis, based on the significance of their potential environmental effects and level of public concern.

One focus of the Agency's efforts has been the need for coordination of federal government departments in the context of Aboriginal consultation. The Agency has developed an internal policy that sets out the conditions which must be met for the Agency to take on this coordination role.

The Agency formed and chairs an interdepartmental committee that established the Environmental Assessment Recruitment and Development Program. The goal is to address the workforce shortage of environmental assessment practitioners by recruiting and training post-secondary graduates. The Agency recognizes the need for specialized knowledge and skills, and

the requirement for trained and experienced staff to deliver its own leadership role in ensuring high-quality environmental assessments.

In support of the *Cabinet Directive on Implementing the Canadian Environmental Assessment Act*, the Environmental Assessment Projects Committee introduced the *Interim Approach for Determining Scope of Project for Major Development Proposals with Specific Regulatory Triggers under the Canadian Environmental Assessment Act* in December 2006. The Interim Approach provides guidance for a specific category of development proposals. It aims at fostering consistency and timeliness in decision making regarding the scope of project that, historically, has tended to be difficult and time consuming. The Interim Approach includes structured processes for identifying components of a development proposal for inclusion in the project scope, obtaining the information required to support federal environmental assessment decisions, and ensuring implementation of mitigation measures and follow-up programs.

To ensure that the Interim Approach was well understood and implemented, the Agency hosted a national workshop on December 13, 2006 for representatives from the key federal departments that conduct environmental assessments. The Agency then conducted similar workshops across the country to ensure that regional staff members in key departments were provided with the same understanding of the Interim Approach.

In pursuit of the goal of assuming a more active leadership role in federal environmental assessment, the Agency undertook a pilot project in the evaluation of the Galore Creek Mine comprehensive study in British Columbia (Galore Pilot). For this pilot, the Agency took on an enhanced leadership role by, for example, developing process documents and facilitating public and First Nations participation during the environmental assessment. The comprehensive study report of the Galore Pilot was completed on January 23, 2007. Currently, the Agency is leading negotiations on behalf of the Government of Canada with the proponent on a follow-up program to verify the accuracy of the environmental assessment and determine the effectiveness of mitigation measures. The Agency envisages this level of involvement as its role in the future for major natural resource development proposals.

Priority No. 3: Build the capacity to deliver on existing and new responsibilities

To move ahead on the first two priorities while meeting existing responsibilities for coordination, guidance and support for environmental assessments, the Agency has worked actively to develop its internal capacity and manage its talent. In keeping with its Human Resources Plan, this means supporting current staff through learning and career development. It also means recruiting and integrating new people with needed skills into the Agency.

With the implementation of the *Public Service Modernization Act* (PSMA) — a far-reaching renewal of Government of Canada human resources management — the Agency created new internal policies. Implementing these policies enabled the Agency to make effective and efficient staffing decisions and take advantage of the flexibilities available under the new regime.

The Agency invested in building a sustainable workforce by improving skills and knowledge, which increases capacity among existing employees and supports retention and recruitment of new employees. Despite its relatively small size, the Agency delivered two orientation sessions in 2006–2007 to integrate new employees into the organization. The new Treasury Board *Policy on Learning, Training and Development* was also successfully implemented to support employees, managers and the Agency as a whole. The Agency recognizes that learning and career development are valuable incentives and that commitment and productivity are enhanced when

employee and Agency objectives are aligned. The Agency worked to achieve this alignment through the implementation of Human Resources Plan elements including an effective performance management program, personal learning plans, mentoring, succession planning and knowledge transfer. As a result of its efforts to retain a skilled workforce, the overall staff turnover rate at the Agency decreased by 2.4 percent from the previous reporting period.

The Agency recruited three executives to its leadership team during the 2006–2007 fiscal year. Candidates were assessed against the Leadership Competencies as developed by the Canada Public Service Agency. Through these recruitment efforts, the Agency increased the representation of women in the executive group, addressing an employment equity gap identified in its Human Resources Plan.

The Environmental Assessment Recruitment and Development Program, established during this reporting period, created a pool of 30 candidates, 11 of whom were appointed to positions. This initiative contributed to building overall capacity among federal government departments responsible for environmental assessment.

The Agency's culture of bilingualism is well established and it has a proven record of support to individuals who must meet the linguistic requirements of their jobs. It boasts one of the most comprehensive second language support programs to be found in any small agency. Specifically, the Agency's objectives are to actively promote and support official languages, provide internal language training to staff and give special attention to the inclusion of language training in individual learning plans. A pilot project provided many staff members with access to a full-time language teacher for a three month period, allowing them to meet the requirements of their positions or improve their language skills while remaining involved in their jobs. As well, an Official Languages Framework was developed and approved to identify and promote official languages support to staff in two categories: statutory requirements, and second language maintenance and improvement. Employees enjoy a comprehensive list of options on the Agency's Intranet site as well as the support of Human Resources Advisors and an Official Languages Champion and Co-Champion.

The Agency continues to invest in building the capacity to deliver on its priorities and develop and maintain a skilled workforce. The efforts made in 2006–2007 form a solid foundation to meet existing and new responsibilities going forward.

Agency Operating Environment and Challenges

Protecting the environment, while building a strong economy and improving the quality of life for Canadians, is a daily challenge. Environmental assessment responds to this challenge by ensuring that environmental effects are considered before decisions are taken that allow projects to proceed.

Under the *Canadian Environmental Assessment Act* (the Act), federal departments and agencies must undertake an environmental assessment (EA) before they carry out a project; provide financial assistance to enable a project to be carried out; sell, lease or otherwise transfer control or administration of land to enable a project to be undertaken; or issue certain permits or authorizations to enable a project to go forward. Historically, each year between 6,000 and 7,000 environmental assessments are initiated under the Act. In June 2006, lending Crown corporations also came under the requirements of the Act, which added 1,950 screenings during the reporting period. Since 1995 (the year the Act came into effect), over 70,000 projects have been assessed.

Projects subject to environmental assessment or policies subject to strategic environmental assessment often raise important issues associated with socio-economic development, environmental protection, Aboriginal interests and federal–provincial/territorial relations. Environmental assessment must continually adapt to emerging trends, new scientific methods and insights, and evolving public expectations.

The following provides a sense of the issues and challenges the Agency faces in delivering its key programs.

Shared Environmental Management Responsibility

Under the Constitution of Canada, responsibility for environmental management is an area of shared jurisdiction among various orders of government. To minimize duplication and delays, the Agency works with its provincial and territorial counterparts to bring about greater cooperation in environmental assessment, and promote the consistent and predictable application of environmental assessment across Canada. This shared environmental management responsibility is realized by implementing or renewing bilateral agreements, and working with other jurisdictions on initiatives that serve to improve the coordinated delivery of environmental assessment processes. This cooperation is intended to ensure that a single environmental assessment of a proposed project is able to meet the needs of both the federal and a provincial or territorial government.

Integrating Competing Interests

Projects subject to environmental assessment often give rise to many sensitive issues related to development, environmental protection, Aboriginal interests and federal–provincial/territorial relations. Projects being assessed can often be complex, with competing stakeholder interests. Integrating these interests while maintaining productive relationships and delivering high-quality assessments that meet the expectations of Canadians is an ongoing challenge.

Aboriginal Peoples

Environmental assessment provisions are negotiated under comprehensive land claims and self-government agreements, including sectoral arrangements. The Agency continues to work with Aboriginal groups and Indian and Northern Affairs Canada to ensure that environmental assessment regimes developed under these agreements and arrangements meet key environmental assessment requirements and take into account specific Aboriginal interests. The Agency also continues to participate in senior-level interdepartmental working groups in support of an action plan to assist departments and agencies in fulfilling Canada's legal duty to consult and, where appropriate, accommodate Aboriginal peoples.

The Agency has recognized that it is well-positioned to assist with building linkages between the environmental assessment and the Aboriginal Crown consultation processes to enhance overall effectiveness, efficiency and lead to more informed federal decision making.

Improved Federal Policy Development

The Agency is a strong advocate for the application of strategic environmental assessment (SEA) as a tool to support improved decision making. Since the implementation of the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*, federal departments have increasingly recognized the role of this valuable tool in helping to promote sustainable development.

Over the last year, the Agency continued to support the work of a multi-stakeholder subcommittee of the Minister's Regulatory Advisory Committee (RAC) established in March 2006 to make recommendations on how to improve SEA. The Committee is undertaking work to define the broader context for SEA, explore the linkages between SEA and project environmental assessment, and examine the role of the public and Aboriginal groups in SEA.

In terms of broad policy directions, the Agency has been involved in the conceptualization of regional (strategic) environmental assessment (RSEA) in Canada, a useful construct to help bridge the higher-order, often conceptual-level assessment of broad policy and program initiatives with the more detailed and technically oriented assessment of individual projects on a local scale. A number of important RSEA-like initiatives are emerging across Canada, including regional environmental studies or assessments associated with major resource planning and management exercises, offshore renewable power generation and integrated management in the marine environment. These initiatives will significantly inform thinking about environmental assessment on a regional scale and the evolution of SEA policy. The Agency is engaged in many of these RSEA discussions, and in facilitating collaboration and the establishment of common tools and principles and will continue to monitor, participate in or lead these initiatives as they develop.

International Community

As a party to the United Nations *Economic Commission for Europe (UNECE) Convention on Environmental Impact Assessment in a Transboundary Context* (Espoo Convention), Canada is required to meet the obligations that it subscribed to under the Espoo Convention. To this end, the Agency represented Canada at the UNECE for the Espoo Convention and provided funding in support of activities under the Convention. The Agency also sponsored and participated in environmental assessment and strategic environmental assessment conferences, such as the

International Association of Impact Assessment (IAIA) held in Seoul, South Korea and the Secrétariat international francophone pour l'évaluation environnementale (SIFEE) held in Geneva, Switzerland.

In addition, the Agency continued informal discussions for negotiating a transboundary environmental impact agreement with Mexico and the United States.

Stakeholders and Partners

The Agency works with a wide range of stakeholders and develops partnerships to promote sound environmental assessment practices in Canada and abroad. In support of this work, the Agency maintains and supports several mechanisms for receiving advice and consulting with stakeholders and partners, notably the Minister's multi-stakeholder Regulatory Advisory Committee, the federal Senior Management Committee on Environmental Assessment and the federal–provincial/territorial Environmental Assessment Administrators Committee. As well, it is developing consultation approaches for engaging Aboriginal peoples.

Central to the Agency's mandate is providing all proponents with a timely and predictable process, and access to both the tools and the information they need to comply with the Act. In accordance with the general thrust of the *Cabinet Directive on Implementing the Canadian Environmental Assessment Act,* the Agency, with the help of federal departments and agencies, will ensure that adequate guidance is available to proponents on the preparation of project descriptions that contain sufficient information to determine the need for a federal environmental assessment and, when required, to initiate efficient conduct of the assessment.

The Agency includes the following among its stakeholders and partners.

Federal Departments, Agencies and Crown Corporations

The Agency assisted federal departments, agencies and Crown corporations in meeting their obligations under the Act and relevant regulations, as well as the *Cabinet Directive on Implementing the Canadian Environmental Assessment Act* and the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*. In particular, a three-year effort of analysis, support and guidance culminated on June 11, 2006 when federal parent Crown corporations became subject to the Act. Through its operational policies, guidance and training, the Agency improved the way in which environmental assessment is conducted at the federal level. In addition, the Agency worked closely with federal departments and agencies on comprehensive studies and in providing administrative and technical support to review panels.

Provincial and Territorial Governments

Constitutionally, environmental management is an area of jurisdiction shared between various levels of government. The Agency worked cooperatively with provincial, territorial and Aboriginal governments to minimize duplication and delays by bringing about greater cooperation in EAs of major projects. It also negotiated federal–provincial EA cooperation agreements, and worked with provincial and territorial governments on a broad range of EA issues.

Industry/Proponents

Central to the Agency's mandate is providing all proponents, including the federal government, with access to the tools and the guidance they need to provide complete information on their projects and the potential adverse environmental effects in order to support the timely and predictable administration of the Act. The Agency's core training courses were attended by 726

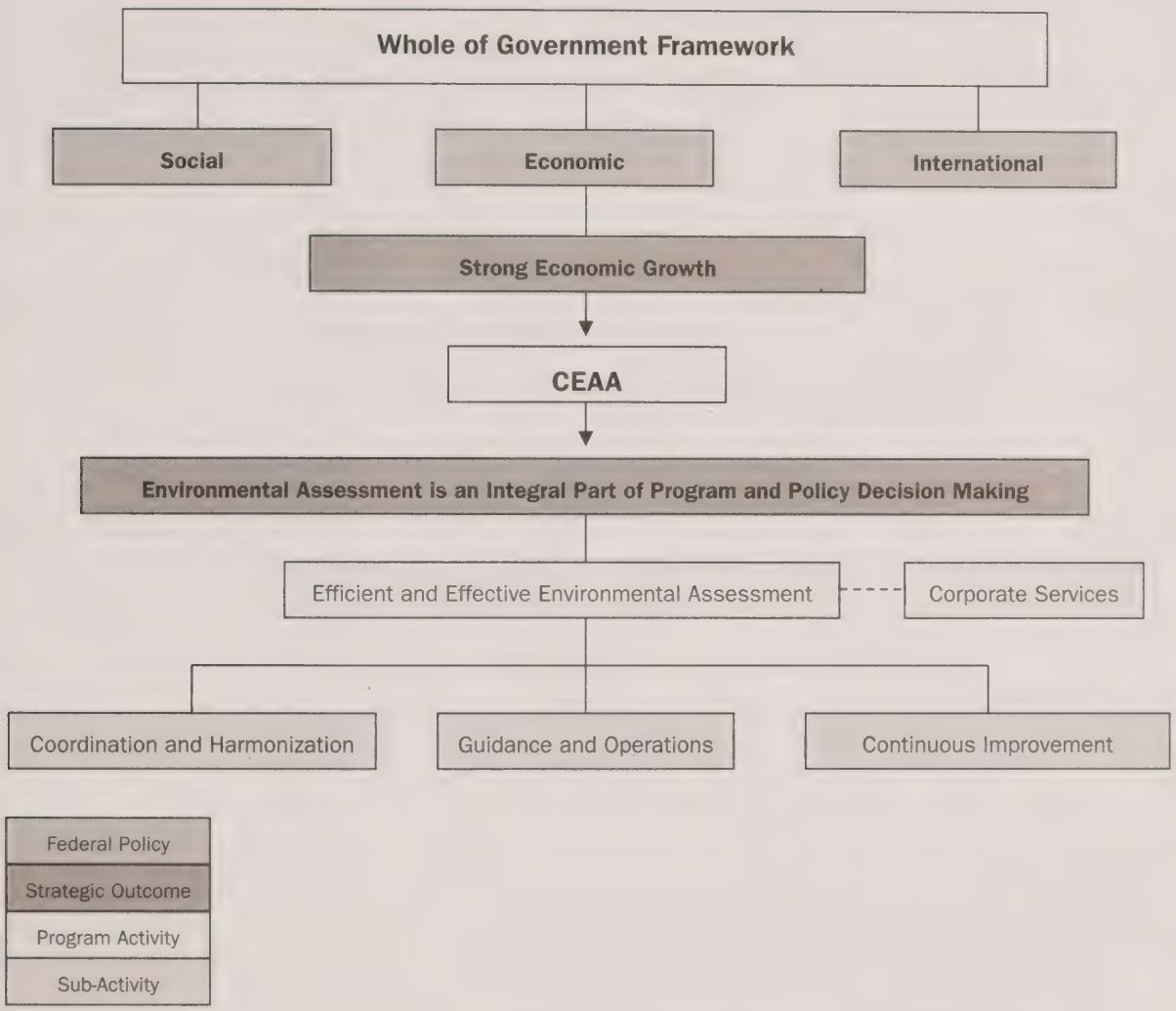
participants of whom 147 were EA consultants or industry representatives, and 395 were from federal departments.

Public and Non-Governmental Organizations

The Agency encouraged public participation and worked with stakeholders to reconcile these interests while maintaining productive relationships and promoting high-quality environmental assessments to meet the expectations of Canadians. The Agency provided participant funding to individuals and non-profit organizations, including Aboriginal peoples and groups, which enabled them to take part in the public consultation process associated with review panels and comprehensive studies. The Agency also worked with multi-stakeholder groups, including non-governmental organizations, to further develop guidance on meaningful public participation in the federal environmental assessment process.

LINK TO THE GOVERNMENT OF CANADA OUTCOME AREAS

The whole of government framework provides a structured logic model for the Agency to map its contribution to a set of high-level Government of Canada strategic outcomes. These outcomes promote long-term benefits to Canadians and are grouped in three broad policy areas (see chart below).



The central role for the Government of Canada is to improve the well-being of its citizens, and a sustainable economy is essential in attaining that outcome. Success depends on the reconciliation of environmental considerations with economic growth. The Agency has played a pivotal role in providing Canadians with high-quality environmental assessments, which have contributed to informed decision making in support of the Government of Canada's role in promoting and fostering sustainable economic growth.

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

In this section:

- Analysis by Program Activity
- Key Program: Coordination and Cooperation
- Key Program: Guidance and Operations
- Key Program: Continuous Improvement

Analysis by Program Activity

The Agency has one strategic outcome: "Environmental assessment is an integral part of program and policy decision making." This strategic outcome is accomplished through one program activity: efficient and effective environmental assessment.

Financial Resources ($000s)

Planned Spending	Authorities	Actual Spending
18,033	19,525	18,372

Human Resources (FTEs)

Planned	Actual	Difference
149	148	1

The Agency plays an important role in providing leadership, guidance, training and recommendations to federal departments and agencies. This helps ensure that environmental assessment decisions comply with the Act, reflect effective and efficient practices, and consider public values. Promoting high-quality environmental assessments contributes to better decisions that protect the environment and support sustainable development. The Agency also promotes consistent approaches to environmental assessments across Canada and with its international partners. The Agency works with provincial, territorial and local partners to develop cooperative approaches wherever possible. It also fosters engagement with Aboriginal communities.

This section provides details on the Agency's program activity and its three key programs: coordination and cooperation, guidance and operations, and continuous improvement.

Key Program: Coordination and Cooperation

Description: Achieving timely, streamlined, effective environmental assessments through strong coordination and cooperation within the federal government, with provinces and territories and in the context of land claims agreements.

Expected Results: Environmental assessment processes are well coordinated across the federal government and with other jurisdictions.

Plan	Results
Reduce costs and delays in the federal environmental assessment process for individual projects by avoiding duplication, increasing certainty and resolving issues. **Supports Priorities 1 and 2**	▪ The Agency undertook the role of Federal Environmental Assessment Coordinator (FEAC) for 139 multi-jurisdictional screenings and 37 comprehensive studies. Establishing a FEAC for each EA undertaken assists departments and agencies in working together and with other jurisdictions to improve the coordination and harmonization of EA processes. ▪ The Agency chairs the Environmental Assessment Projects Committee, which produced and implemented the *Interim Approach for Determining Scope of Project for Major Development Proposals with Specific Regulatory Triggers* under the *Canadian Environmental Assessment Act*. This Interim Approach aims at facilitating consistency and timeliness for a type of scoping decision that, historically, has tended to be difficult and time consuming.
Maximize predictability, increase efficiency and minimize conflicts, while strengthening effectiveness and accountability by establishing a cooperative policy framework for environmental assessment processes across jurisdictions. **Supports Priority 1**	▪ Framework bilateral agreements are in place and are being implemented with seven provinces/territories. An agreement with Manitoba was renewed in March 2007.
Establish, as part of land claims and self-government agreements, environmental assessment regimes that meet or exceed the requirements of the Act. **Supports Priorities 2 and 3**	**Land Claim and Self-Government** Agency participated and provided advice to Indian and Northern Affairs Canada for the development of EA regimes under 18 land claim and self-government agreements. ▪ Quebec: Attikamek, Innu du Québec ▪ Newfoundland and Labrador: Innu of Labrador ▪ British Columbia Treaty Process: participation in 15 negotiating tables. Three agreements in principle concluded: Yale, Yekooche and in-Shuck-ch ***First Nations Oil and Gas and Moneys Management Act*** ▪ Development of a regulatory EA regime for oil and gas projects on reserve lands ***First Nation Commercial and Industrial Development Act*** ▪ Advice and support provided to INAC on the EA requirements for the *Fort McKay First Nation Oil Sands Regulations*

Key Program: Coordination and Cooperation			
Financial Resources ($000s)	**Planned Spending**	**Authorities**	**Actual**
	6,164	7,412	7,202
Human Resources (FTEs)	**Planned**	**Actual**	**Difference**
	60	58	2

The activities identified in the above table support stakeholders and decision makers by providing informed advice, guidance and support for the environmental assessment of projects and policies. Establishment of bilateral agreements strengthens jurisdictional relationships through coordinated assessment processes. Providing guidance on environmental assessment provisions in self-government and land claim agreements engages Aboriginal stakeholders and supports federal negotiators.

Key Program: Guidance and Operations

Description: The development of environmental assessment operations, advice, guidance and support for public participation.

Expected Results: Environmental assessment expertise and operational capacity is maintained and enhanced, and the role of stakeholders and decision makers is supported.

Plan	Results
Ensure integration of environmental factors into the decision-making process for a specific project or class of projects through the review panel, comprehensive study and class screening processes. **Supports Priority 2**	▪ During the planning period, the Agency supported 13 active review panels. The review panels for the Sydney Tar Ponds Remediation, Albian Oil Sands, Kearl Oil Sands, Cacouna Energy, and Eastmain-1-A and Rupert Diversion projects issued their reports in this period. ▪ The Agency declared five model class screening reports and five replacement class screening reports, and worked on the development of 20 reports. These class screening reports will enable responsible authorities to use resources more efficiently while ensuring that environmental considerations are taken into account during project planning and implementation. ▪ The Agency supported the development of class screenings by providing procedural and technical advice to federal departments. Through the Class Screening Funding Program, the Agency provided financial assistance to federal departments for the development of three new class screening reports. ▪ In addition, the Agency also played an important role in 37 comprehensive studies. During the reporting period, three comprehensive studies were completed, two were terminated and 32 others are at various stages of development.
Promote the integration of environmental considerations at the earliest stage of the decision-making process using strategic environmental assessments. **Supports Priority 2**	▪ The Agency reviewed over 300 Cabinet documents, advising sponsoring departments and agencies accordingly on the implementation of the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* and/or application of the *Canadian Environmental Assessment Act*. ▪ The Agency also held three general training sessions in the 2006–2007 period which a total of 55 participants attended. In addition, special tailored sessions were delivered to federal departments such as Finance, Fisheries and Oceans, Justice and Parks Canada. A total of 110 governmental officials attended these sessions.
Encourage and improve public participation in the conduct of comprehensive study and panel review processes. **Supports Priority 2**	▪ The Agency administers the Participant Funding Program, which supports individuals and non-profit organizations interested in participating in EAs. ▪ In the 2006–2007 fiscal year, the Agency received 41 funding application requests to support public participation in the EAs of 10 projects. The Agency awarded funding to 36 applicants to support their effective participation in the EAs being conducted (six review panels and four comprehensive studies).

Key Program: Guidance and Operations	
Provide tools and mechanisms that support an improved environmental assessment process. **Supports Priorities 1, 2 and 3**	▪ In 2006–2007, the Agency worked in partnership with both federal and non-federal stakeholders on the development of new and updated guidance documents including a procedural guide for comprehensive studies, updates to the basic guide on how to determine if the Act applies, a new introductory guide for class screenings and a public participation guide series. Draft documents were circulated for review and are now moving to final approval for publication in 2007. This guidance material was developed to address changes in programs and expressed needs of EA practitioners and administrators. ▪ In 2006–2007, the Agency delivered 65 formal training courses to a total of 982 participants. In response to the evaluation form question "Has this Agency training session met your needs?", 96 percent of participants positively indicated that Agency training did meet their needs. In addition, 99 percent responded that they "would recommend this training session to others."
Provide timely, reliable and meaningful information about environmental assessments to facilitate public involvement in the environmental assessment process. **Supports Priorities 1, 2 and 3**	▪ This year, over 5,000 EAs were entered into the Canadian Environmental Assessment Registry Internet Site (CEARIS), and 10,000 users visited the CEARIS. ▪ The Agency responded to over 500 public requests for information and EA records. ▪ Several additional initiatives were undertaken this year to facilitate meaningful public participation in the EA process and encourage public access to reliable EA information. ▪ The Interdepartmental Registry Team was established to increase collaboration and participation among responsible authorities. ▪ Several improvements were made to the CEARIS such as better presentation of information about review panels, class screenings, public participation and participant funding. ▪ Training and ongoing guidance were provided to system users to assist them in fulfilling their legal obligations in providing meaningful, high quality and timely information to the public via the CEARIS.

Financial Resources ($000s)	**Planned Spending**	**Authorities**	**Actual**
	7,590	8,239	7,406
Human Resources (FTEs)	**Planned**	**Actual**	**Difference**
	52	56	-4

By providing guidance on the environmental assessment process, assisting federal government departments in meeting their obligations under the Act, and maintaining the CEAR Internet site, the Agency has strengthened its role as a centre of expertise on environmental assessment. Through the development and use of a more timely and efficient environmental process (in accordance with the *Cabinet Directive on Implementing the Canadian Environmental Assessment Act*) the Agency demonstrated continued effective leadership in the environmental assessment process.

Key Program: Continuous Improvement	
Description: Activities that support improved environmental assessment practices and/or outcomes.	
Expected Results: Environmental assessment practices are improved, and increasingly effective mitigation measures are implemented.	
Plan	**Action Item Indicators**
Maintain an ongoing quality assurance program. **Supports Priority 1 and 2**	▪ The first draft of a report providing an overview of the nature of projects screened under the Act; the nature of the screening process; and the quality of service provided by the Canadian Environmental Assessment Registry Internet Site (CEARIS) was completed by the Agency and reviewed by the SMCEA Subcommittee on Quality Assurance. ▪ Concurrently, work continued on documenting the history of projects whose assessments commenced as comprehensive studies since the October 30, 2003 proclamation of the amended Act. A major focus of this analysis is documentation of the time taken to complete the various steps in the comprehensive study process and the reasons for variation from one project to another.
Promote, develop and improve environmental assessment practices. **Supports Priority 2**	▪ In the fall of 2006, the Agency supported research projects under the newly revised Research and Development program. These projects respond to two identified research priority areas: Strategic Environmental Assessment (SEA) and Meaningful Involvement. The timeline for these research projects extends until 2008. As such, utilization of the reports will not be available until next year. The Agency hopes to use this research in relation to its strategic priorities, particularly with a view to informing how the Agency can build a more integrated framework for EA. ▪ Further activity on developing a follow-up repository was deferred pending availability of additional results of follow-up programs.
Development and review of, and consultation and communication on, the legislative and policy basis for the federal practice of environmental assessment. **Supports Priorities 1 and 2**	▪ On June 11, 2006, amendments to the Act came into force whereby parent Crown corporations became subject to the Act. This culminated a three-year process of analysis, support and guidance by the Agency to familiarize Crown corporations with their responsibilities under the Act. As well, regulations were developed and implemented to provide a modified CEARIS process for those Crown corporations involved in providing commercial loans. ▪ A new version of the *Exclusion List Regulations* was prepared for final approvals prior to coming into force, with a target date of late spring 2007. The Agency has also conducted consultations for two proposed amendments to the *Exclusion List Regulations* to address the business activities of Canada Post Corporation (CPC). ▪ Projects were undertaken toward amendments to the other key regulations. A discussion paper was made available to the public on proposed amendments which would add the *International Boundary Waters Treaty Act* to the *Law List Regulations* and the *Inclusion List Regulations*. A review of section 10 of the

<table>
<tr><th colspan="4">Key Program: Continuous Improvement</th></tr>
<tr><td></td><td colspan="3">*Comprehensive Study List Regulations* was initiated with Infrastructure Canada.
▪ A new approach to amending the *Federal Coordination Regulations* was developed in response to comments received on the previous year's proposed revisions to the regulations. Federal departments and agencies were consulted on the approach and a plain language version of the proposed regulations was prepared.
▪ Port authorities, federal departments and the Regulatory Advisory Committee were consulted on a final unofficial draft of a new version of the *Canada Port Authority Environmental Assessment Regulations*. Drafting of the final new regulation is in progress.
▪ Consultation and discussions with the airport authorities and Transport Canada have been ongoing, and new draft airport authority regulations are expected to follow shortly after completion of the new port authority regulations.</td></tr>
<tr><td rowspan="2">Financial Resources ($000s)</td><td>Planned Spending</td><td>Authorities</td><td>Actual</td></tr>
<tr><td>4,279</td><td>3,874</td><td>3,764</td></tr>
<tr><td rowspan="2">Human Resources (FTEs)</td><td>Planned</td><td>Actual</td><td>Difference</td></tr>
<tr><td>37</td><td>34</td><td>3</td></tr>
</table>

SECTION III: FINANCIAL TABLES

In this section:

- Table 1: Comparison of Planned to Actual Spending (including FTEs)
- Table 2: Resources by Program Activity
- Table 3: Voted and Statutory Items
- Table 4: Services Received Without Charge
- Table 5: Sources of Respendable and Non-Respendable Revenue
- Table 6-A: *User Fees Act*
- Table 6-B: Policy on Service Standards for External Fees
- Table 7: Progress against the Agency's Regulatory Plan
- Table 8: Response to Parliamentary Committees, and Audits and Evaluations
- Table 9: Sustainable Development Strategy
- Table 10: Financial Statements

Table 1: Comparison of Planned to Actual Spending (including FTEs)

($000s)	2004–2005 Actual	2005–2006 Actual	2006–2007			
			Main Estimates	Planned Spending	Total Authorities	Total Actuals
Effective and Efficient Environmental Assessment	18,272.6	17,578.5	17,383.0	18,033.0	19,524.8	18,372.1
Less: Non-respendable revenue	3.8	18.4	—	—	261.8	261.8
Plus: Cost of services received without charge	3,464.4	2,886.7	3,276.0	3,276.0	3,179.5	3,179.5
Total Agency Spending	**21,733.2**	**20,446.8**	**20,659.0**	**21,309.0**	**22,442.5**	**21,289.8**
Full-Time Equivalents	**135.0**	**135.0**	**149.0**	**149.0**	**148.0**	**148.0**

This table provides a summary of resource levels for the last three years, as well as the evolution of the 2006–2007 resources. The fluctuation in total resources over the years is the result of funding changes in various initiatives, such as the *Canadian Environmental Assessment Act*, the Northern Gas Pipeline Project, collective bargaining and cost of services received without charge. The variance between the Total Authorities and the Actual Spending mainly consists of an approved reprofile of $500K to 2007–2008 for the Participant Funding Program and resources to cover legal services of $535K received from the Department of Justice.

Table 2: Resources by Program Activity

2006–2007					
	Budgetary ($000s)				
Program Activity	Operating	Contributions	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total
Effective and Efficient Environmental Assessment					
Main Estimates	18,941.0	1,943.0	20,884.0	-3,501.0	17,383.0
Planned Spending	18,941.0	2,593.0	21,534.0	-3,501.0	18,033.0
Total Authorities	25,879.1	2,646.7	28,525.8	-9,001.0	19,524.8
Actual Spending	22,915.1	2,049.4	24,964.5	-6,592.4	18,372.1

Table 3: Voted and Statutory Items

Vote or Statutory Item	Truncated Vote or Statutory Wording	2006–2007 ($000s)			
		Main Estimates	Planned Spending	Total Authorities	Total Actuals
20	Program expenditures	15,609.0	16,259.0	17,614.7	16,462.1
(S)	Contributions to employee benefit plans	1,774.0	1,774.0	1,909.9	1,909.9
(S)	Spending of proceeds from the disposal of surplus Crown assets	—	—	0.2	—
	Total	**17,383.0**	**18,033.0**	**19,524.8**	**18,372.1**

This table presents resources that have been voted to the Agency by Parliament. It should be noted that Parliament approves the voted funding whereas the statutory information is provided for information purposes. Explanation of variance in resource levels can be found in tables 1 and 2.

Table 4: Services Received Without Charge

	2006–2007 ($000s)
Accommodation provided by Public Works and Government Services Canada	1,554.3
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds)	824.4
Salary and associated expenditures of legal services provided by the Department of Justice Canada	800.8
Total 2006–2007 Services Received Without Charge	**3,179.5**

This table reflects the services received without charge from other government departments. For 2006–2007, the actual expenditures were slightly lower than the planned spending reflected in the 2006–2007 *Report on Plans and Priorities*, mostly because of lower costs than expected for legal services provided by Justice Canada.

Table 5: Sources of Respendable and Non-Respendable Revenue

Respendable Revenue						
			2006–2007			
($000s)	Actual 2004–2005	Actual 2005–2006	Main Estimates	Planned Revenue	Total Authorities	Actual
Effective and Efficient Environmental Assessment						
Cost recovery for environmental assessment services	877.9	4,167.7	3,351.0	3,351.0	8,851.0	6,305.1
Cost recovery for publications, training and education materials (federal)	105.2	85.8	75.0	75.0	90.0	120.6
Cost recovery for publications, training and education materials (external)	108.0	153.3	75.0	75.0	60.0	166.7
Total Respendable Revenue	**1,091.1**	**4,406.8**	**3,501.0**	**3,501.0**	**9,001.0**	**6,592.4**

Non-Respendable Revenue						
			2006–2007			
($000s)	Actual 2004–2005	Actual 2005–2006	Main Estimates	Planned Revenue	Total Authorities	Actual
Effective and Efficient Environmental Assessment	3.8	18.4	–	–	261.8	261.8
Total Non-Respendable Revenue	**3.8**	**18.4**	**–**	**–**	**261.8**	**261.8**

Total Revenues	**1,094.9**	**4,425.2**	**3,501.0**	**3,501.0**	**9,262.8**	**6,854.2**

The Agency has authority to recover costs for environmental assessment services, publications, training and education materials. However, it should be noted that the use of this authority depends on the level of review panel activity that is eligible for cost recovery. As such, the level of revenue tends to fluctuate from year to year.

Table 6-A: *User Fees Act*

User Fee	Fee Type	Fee-Setting Authority	Date Last Modified	2006-2007 ($000s)					Planning Years		
				Forecast Revenue ($000s)	Actual Revenue ($000s)	Full Cost ($000s)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue ($000s)	Estimated Full Cost ($000s)
Environmental assessment services	R	Environmental Assessment Review Panel Services Charges Order	2002	3,351.0	6,305.1	9,129.8	The Agency has identified shortcomings with the existing performance standards, specifically with regards to the sufficiency of the Cost Recovery Order. The Agency has developed and is piloting a Participant Satisfaction Survey to establish indicators (such as fairness, accessibility, timeliness, efficiency and value for investment) to allow for qualitative performance evaluation.	The Agency will use these measures in the 2007–2008 DPR.	2007–2008 2008–2009 2009–2010	3,351.0 3,351.0 3,351.0	4,926.0 4,926.0 4,926.0
Fees charged for the processing of access requests filed under the *Access to Information Act*	O	*Access to Information Act*	1992	—	0.1	122.5	Service standards are in the *Access to Information Act*, section 7: http://laws.justice.gc.ca/en/a-1/218072.html	Statutory deadlines were met 83% of the time	2007–2008 2008–2009 2009–2010	0.3 0.3 0.3	129.7 147.3 164.9
			Sub-total (R)	**3,351.0**	**6,305.1**	**9,129.8**			**Total 2007–2008**	**3,351.3**	**5,055.7**
			Sub-total (O)	**—**	**0.1**	**122.5**			**Total 2008–2009**	**3,351.3**	**5,073.3**
			Total	**3,351.0**	**6,305.2**	**9,252.3**			**Total 2009–2010**	**3,351.3**	**5,090.9**

For 2006–2007, environmental assessment services constitute the main source of revenues of the Agency. This amount is subject to variation depending on the level of review panel activity that is eligible for cost recovery. Reflected forecasted revenues of $3,351K are based on authorities. As review panel activity increases additional authorities will be sought. Full costs of environmental assessment services are based on actual revenues for 2006–2007 and forecasted revenues for 2007–2008, 2008–2009 and 2009–2010 adjusted for an estimated portion of the cost provided without charge* and other costs that can not be recovered under the current authorities.

Actual and forecasted revenues for Access to Information and Privacy (ATIP) are based on a set fee per request as prescribed in the *Access to Information Act*. Full costs are based on actual costs related to generating the required information adjusted by an estimated portion of the cost provided without charge.

Table 6-B: Policy on Service Standards for External Fees

Supplementary information on Service Standards for External Fees can be found at:

http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_e.asp

---

* Accommodation provided by Public Works and Government Services Canada. Contributions covering employer's share of employees' insurance premiums and expenditures paid by the Treasury Board Secrétariat. Salary and associated expenditures of legal services provided by Justice Canada.

Table 7: Progress against the Agency's Regulatory Plan

Regulatory Initiatives	Expected Results	Results Achieved
Development of *Crown Corporation Regulations* Crown corporations will come under the Act in June 2006. The Agency will help these organizations meet their new obligations. New regulations will vary the assessment process for Crown corporations involved in the provision of commercial loans. The *Exclusion List Regulations* will be reviewed and amended to ensure that it takes into account the needs of Crown corporations.	▪ The Agency will assist Crown corporations in implementing their new obligations under the Act. Regulations will be developed to address the unique business activities of Crown corporations involved in the provision of commercial loans. Changes to the *Exclusion List Regulations* will allow for more efficient use of environmental assessment resources.	39 of 41 parent Crown Corporations came under the Act in June 2006 with no need for a regulatory variation modifying the environmental assessment process. A regulation varying the environmental assessment process for two Crown corporations that provide commercial loans came into force on June 11, 2006. The regulation allows them to implement their new responsibilities under the Act while maintaining their ability to deliver their services in a competitive environment. Proposed changes to the *Exclusion List Regulations* were developed by interested Crown corporations in collaboration with the Agency. The Minister's multi-stakeholder Regulatory Advisory Committee, the federal Senior Management Committee on Environmental Assessment, and other Crown corporations were consulted on the proposed changes.
Amendments to the *Exclusion List Regulations* New entries will be added to these regulations to prescribe new classes of projects to be excluded from environmental assessment and to modify thresholds of certain existing entries.	▪ Reductions in the number of environmental assessments of projects having insignificant effects conducted by federal responsible authorities, particularly with regard to screening assessments. ▪ More efficient and effective use of environmental assessment resources.	A new version of the regulations was prepared for final approvals, with a target date for coming into force in the late spring of 2007.

Regulatory Initiatives	Expected Results	Results Achieved
Amendments to *Federal Coordination Regulations* *Federal Coordination Regulations* will be amended to take into account changes brought about in 2003 by the renewed Act.	▪ Increased coordination among federal departments in fulfilling environmental assessment requirements and improved coordination with other participants in the environmental assessment process, including provinces, industry, environmental organizations and others. ▪ A more timely and predictable environmental assessment process. ▪ Increased transparency in the environmental assessment process.	In response to comments received on the previous proposals, and in light of the new *Cabinet Directive on Implementing the Canadian Environmental Assessment Act*, a new approach to amending the *Federal Coordination Regulations* was developed. Federal departments and agencies were consulted on the approach and a draft plain language version of the proposed regulations was prepared.
Amendments to *Canada Port Authority Environmental Assessment Regulations* In accordance with changes brought about by the renewed Act in 2003, amendments to these regulations are needed to ensure the comprehensiveness, consistency, transparency and overall quality of port authorities' environmental assessment processes.	▪ Environmental assessment procedures for port authorities will be consistent with provisions of the amended Act, particularly with regard to comprehensive studies and the Registry.	Port authorities, federal departments and the Regulatory Advisory Committee were consulted on a final unofficial draft of a new version of the *Canada Port Authority Environmental Assessment Regulations*. Drafting the final new regulation is in progress.
Airport Authority Regulations In accordance with changes brought about by the renewed Act, these regulations will close a gap in the Act by requiring airport authorities to conduct an assessment of the environmental effects of projects located on the federal land over which those authorities have administration, management or other specified rights or interests.	▪ An environmental assessment process that captures all appropriate airport authority activities for assessment.	Consultation and discussions with the airport authorities and Transport Canada have been ongoing, and new draft airport authority regulations are expected to follow shortly after completion of the new port authority regulations.

Regulatory Initiatives	Expected Results	Results Achieved
Review of Four Key Regulations Under the Act In accordance with changes brought about in 2003 by the renewed Act, the *Inclusion List Regulations, Law List Regulations, Comprehensive Study List Regulations* and *Exclusion List Regulations* will be reviewed to ensure they remain relevant to government programs and priorities.	▪ Regulations kept current, reflecting latest approaches and experience with environmental assessment.	A major revision of the *Exclusion List Regulations* was prepared with a target date for coming into force by the late spring of 2007. Projects were undertaken toward amendments of the other four key regulations. A discussion paper was made available to the public on proposed amendments that would add the *International Boundary Waters Treaty Act* to the *Law List Regulations* and the *Inclusion List Regulations*. A review of section 10 of the *Comprehensive Study List Regulations* was initiated with Infrastructure Canada. A Crown corporation-focused review of the *Exclusion List Regulations* was initiated.

Table 8: Response to Parliamentary Committees, and Audits and Evaluations

Response to Parliamentary Committees
During the reporting period, the Agency did not table any responses to Parliamentary Committee reports.
Response to the Auditor General including to the Commissioner of the Environment and Sustainable Development (CESD)
During the reporting period, no recommendation of the Auditor General was addressed specifically to the Agency.
External Audits (Note: These refer to other external audits conducted by the Public Service Commission of Canada (PSC) or the Office of the Commissioner of Official Languages.)
During 2006–2007, two audits (Hospitality and Travel Claims) were conducted by a central agency (Treasury Board Secretariat). The results of these audits will be reported in the next Departmental Performance Report.
Internal Audits or Evaluations
During the reporting period, the Agency did not undertake any audits or evaluations.

Table 9: Sustainable Development Strategy

Points to Address	Input
1. What are the key goals, objectives, and/or long-term targets of the Sustainable Development Strategy?	The 2007–2009 Sustainable Development Strategy (SDS) 20-year vision frames the goals, objectives and long-term targets for the Agency. The long-term vision of the SDS is to take into account environmental considerations, alongside economic and social ones, in all federal government decisions respecting policies, plans, programs and projects in a way that supports balanced, integrated decision making and progress toward sustainable development. The Agency recognizes that to achieve its vision, it must shift from leading a process-oriented federal environmental assessment framework to a results-oriented one, viewing the success of its initiatives through improvement in process as well as through improvements in the results it influences. The long-term goal of the 2007–2009 Sustainable Development Strategy is therefore to promote the full and meaningful application of a results-oriented federal environmental assessment framework. As such, the following three main objectives have been identified: ▪ development of effective, efficient and mutually supportive environmental analysis tools; ▪ early, full and meaningful application of environmental analysis tools; and ▪ continuous learning and improvement. The SDS states that the Agency will begin the research phase of its long-term plan, which includes specific targets, to ensure that it can achieve this broad goal. The goals and objectives of the SDS are supported by 14 specific commitments.
2. How do your key goals, objectives, and/or long-term targets help achieve your department's strategic outcomes?	The vision and goal of the 2007–2009 SDS directly supports the Agency's identified strategic outcomes to build the framework for more integrated environmental assessment, assume a more active leadership role in federal environmental assessment and build capacity to deliver existing and new responsibilities by striving to acquire the knowledge needed to strengthen the role of environmental assessment in advancing sustainable development in Canada.
3. What were your targets for the reporting period?	Of the 46 commitments identified in the previous 2004–2006 SDS, the Agency fulfilled 25 commitments. Several initiatives were put on hold or were no longer considered priority items for the Agency. The 2007–2009 SDS is a new strategy for the Agency, introduced recently as of January 2007, and includes revised targets that differ from the previous 2004–2006 SDS. Specific targets that support long-term outcomes or objectives for the SDS include supporting research and development, and fostering open dialogue, with a view to advancing the science and practice of environmental assessment, and sharing these findings with our stakeholders. It includes learning by doing: putting theory into practice and taking on new roles and responsibilities. Most importantly, it is about increasing our knowledge of the outcomes influenced by our federal environmental assessment framework, so that within the opportunities that lie ahead, the Agency is positioned to provide sound and forward-looking advice to Parliament regarding the role of the

Points to Address	Input
	Agency, and the future of the federal environmental assessment framework.
4. What is your progress to date?	The 2007–2009 SDS Action Framework sets out to address the main challenges the Agency faces in leading an environmental assessment framework that supports Canadians achieving and maintaining sustainable development. Progress to date has not yet been measured as the strategy was only recently implemented, however the SDS will shortly undergo its first evaluation of progress using the Agency's Monitoring and Tracking System (MATS).
5. What adjustments have you made, if any?	The need to make adjustments to the 2007–2009 SDS has not yet been identified. Should adjustments be required following the first evaluation of progress, these will be documented and reported in the next Departmental Performance Report.

Table 10: Financial Statements

Canadian Environmental Assessment Agency | Agence canadienne d'évaluation environnementale



Financial Statements

For the Year Ended March 31, 2007

(Unaudited)

Canada

Canadian Environmental Assessment Agency

Statement of Management Responsibility

Responsibility for the integrity and objectivity of the accompanying financial statements of the Canadian Environmental Assessment Agency for the year ended March 31, 2007 and all information contained in this report rests with the Agency's management. These financial statements have been prepared by management in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfil its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the Agency's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the Agency's *Departmental Performance Report* is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act,* are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the department.

The financial statements of the Agency have not been audited.

Jean-Claude Bouchard
President

Daniel Nadeau
Acting Senior Financial Officer

Ottawa, Canada
August 10, 2007

Canadian Environmental Assessment Agency
Statement of Financial Position (Unaudited)
At March 31
(in dollars)

	2007	2006
ASSETS		
Financial assets		
Accounts receivable and advances (Note 4)	1,685,469	1,036,663
Total financial assets	1,685,469	1,036,663
Non-financial assets		
Tangible capital assets (Note 5)	11,247	12,653
Total non-financial assets	11,247	12,653
TOTAL	**1,696,716**	**1,049,316**
Liabilities		
Accounts payable and accrued liabilities (Note 6)	2,838,598	2,984,157
Vacation pay and compensatory leave	616,707	412,076
Employee severance benefits (Note 7)	2,335,215	2,087,903
Total liabilities	5,790,520	5,484,136
Equity of Canada	(4,093,804)	(4,434,820)
TOTAL	**1,696,716**	**1,049,316**

Contingent liabilities (Note 8)
Contracted obligations (Note 9)

The accompanying notes and schedules form an integral part of these statements.

Canadian Environmental Assessment Agency
Statement of Operations (Unaudited)
For the Year Ended March 31
(in dollars)

	2007	2006
Transfer payments		
First Nations	814,192	549,916
Non-profit organizations	729,694	398,530
Other levels of government	195,500	245,500
Industry	70,000	13,500
Other countries and international organizations	5,000	5,000
Individuals	407	5,000
Total transfer payments	1,814,793	1,217,446
Operating Expenses		
Salaries and employee benefits	14,763,557	13,794,906
Professional and special services	6,191,270	6,191,397
Rentals	2,418,018	1,901,967
Travel and relocation	2,332,312	1,680,726
Information	339,476	333,472
Telecommunications	287,906	199,302
Utilities, materials and supplies	188,832	171,864
Furniture and equipment	142,478	413,335
Postage	51,869	58,339
Repairs and maintenance	11,330	9,649
Other	6,258	3,659
Amortization	1,406	1,406
Total operating expenses	26,734,712	24,760,022
Total Expenses	**28,549,505**	**25,977,468**
Revenues		
Environmental assessment and training services	7,230,419	5,343,257
Miscellaneous revenues	345	207
Total Revenues	**7,230,764**	**5,343,464**
Net Cost of Operations	**21,318,741**	**20,634,004**

The accompanying notes and schedules form an integral part of these statements.

Canadian Environmental Assessment Agency
Statement of Cash Flow (Unaudited)
For the Year Ended March 31
(in dollars)

	2007	2006
Operating Activities		
Net cost of operations	21,318,741	20,634,004
Non-cash items:		
Services provided without charge (Note 10)	(3,179,502)	(3,106,219)
Amortization of tangible capital assets (Note 5)	(1,406)	(1,406)
Variations in Statement of Financial Position:		
Increase (decrease) in accounts receivable and advances (Note 4)	648,806	982,218
Decrease (increase) in liabilities	(306,384)	(828,556)
Cash used by Operating Activities	18,480,255	17,680,041
Financing Activities		
Net cash provided by Government of Canada	**18,480,255**	**17,680,041**

The accompanying notes and schedules form an integral part of these statements.

Canadian Environmental Assessment Agency
Statement of Equity of Canada (Unaudited)
At March 31
(in dollars)

	2007	2006
Equity of Canada, beginning of year	(4,434,820)	(4,587,076)
Net cost of operations	(21,318,741)	(20,634,004)
Current year appropriations used (Note 3)	18,372,079	17,578,452
Revenue not available for spending	(924,311)	(948,750)
Change in net position in the Consolidated Revenue Fund (Note 3)	1,032,487	1,050,339
Services received without charge (Note 10)	3,179,502	3,106,219
Equity of Canada, end of year	**(4,093,804)**	**(4,434,820)**

The accompanying notes and schedules form an integral part of these statements.

Canadian Environmental Assessment Agency
Notes to the Financial Statements (Unaudited)
For the Year Ended March 31, 2007

1. Authority and Objectives

The Canadian Environmental Assessment Agency was established in 1995 under the *Canadian Environmental Assessment Act*. The Agency is mandated to provide high-quality federal environmental assessments that promote sustainable development. The Agency achieves this objective by:

(a) providing administrative and advisory support for environmental assessment review panels;
(b) promoting uniformity and harmonization of environmental assessment activities across Canada at all levels of government;
(c) providing opportunities for meaningful public participation in the federal environmental assessment process.

The Agency has one core program activity which is "effective and efficient environmental assessment" which serves as the basis for its mission. This core program activity is supported by Corporate Services which provides modern, timely and responsive services.

In addition, the Agency has obligations under the *Canada-Wide Accord on Environmental Harmonization* and bilateral agreements with the provincial governments as well as international agreements covering environmental assessments.

The Agency is listed in Schedule I.1 of the *Financial Administration Act* and reports to Parliament through the Minister of the Environment.

2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector

(a) Parliamentary appropriations - The Canadian Environmental Assessment Agency is primarily financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the Agency do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high level reconciliation between the bases of reporting.

Canadian Environmental Assessment Agency
Notes to the Financial Statements (Unaudited)
For the Year Ended March 31, 2007

(b) Net Cash Provided by Government - The Agency operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the Agency is deposited to the CRF and all cash disbursements made by the Agency are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between the Agency and other federal government departments.

(c) Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non-respendable revenue recorded by the Agency. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(d) Revenues:

- Revenues from regulatory fees are recognized in the accounts based on the services provided in the year.
- Revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues.

(e) Expenses - Expenses are recorded on an accrual basis:

- Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement.
- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.
- Services provided without charge by other government departments are recorded as operating expenses at their estimated cost.

(f) Employee future benefits

i. Pension benefits: Eligible employees participate in the Public Service Pension Plan, a multiemployer plan administered by the Government of Canada. The Agency's contributions to the Plan are charged to expenses in the year incurred and represent the total Agency obligation to the Plan. Current legislation does not require the Agency to make contributions for any actuarial deficiencies of the Plan.

ii. Severance benefits: Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(g) Accounts receivables are stated at amounts expected to be ultimately realized; a provision is made for receivables where recovery is considered uncertain.

(h) Contingent liabilities - Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(i) Foreign currency transactions - Transactions involving foreign currencies are translated into Canadian dollar equivalents using rates of exchange in effect at the time of those transactions. Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars using the rate of exchange in effect on March 31.

(j) Tangible capital assets - All tangible capital assets and leasehold improvements having an initial cost of $10,000 or more are recorded at their acquisition cost. Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the capital asset as follows:

Asset class	Sub-asset class	Amortization period
Machinery and equipment	Furniture and fixtures	10 years

(k) Measurement uncertainty - The preparation of financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that could affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these financial statements, management believes the estimates and assumptions to be reasonable. The most significant estimated items are employee severance benefits, allowances for employee vacation and compensatory benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

Canadian Environmental Assessment Agency
Notes to the Financial Statements (Unaudited)
For the Year Ended March 31, 2007

3. Parliamentary Appropriations

The Agency receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Agency has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

a) Reconciliation of net cost of operations to current year appropriations used:

	2007	2006
	(in dollars)	
Net cost of operations	21,318,741	20,634,004
Adjustments for items affecting net cost of operations but not affecting appropriations		
Add (Less):		
Services provided without charge (Note 10)	(3,179,502)	(3,106,219)
Amortization of tangible capital assets (Note 5)	(1,406)	(1,406)
Revenue not available for spending	924,311	948,750
Vacation pay and compensatory leave	(154,663)	(248,096)
Legal expenses charged by Justice Canada	(535,402)	(655,841)
Other	0	7,260
Current year appropriations used	**18,372,079**	**17,578,452**

(b) Appropriations provided and used

	Appropriations Provided	
	2007	2006
	(in dollars)	
Vote 20 – Program expenditures	17,614,665	17,466,946
Statutory amounts	1,909,930	1,991,890
Less:		
Lapsed appropriations	(1,152,516)	(1,880,384)
Current year appropriations used	**18,372,079**	**17,578,452**

(c) Reconciliation of net cash provided by Government to current year appropriations used

	2007	2006
	(in dollars)	
Net cash provided by Government	18,480,255	17,680,041
Revenue not available for spending	924,311	948,750
Change in net position in the Consolidated Revenue Fund		
Variation in accounts receivable and advances	(648,806)	(982,218)
Variation in accounts payable and accrued liabilities	(145,559)	679,771
Variation in employee severance benefits	247,312	0
Legal expenses charged by Justice Canada	(535,402)	(655,841)
Other adjustments	49,968	(92,051)
	(1,032,487)	(1,050,339)
Current year appropriations used	**18,372,079**	**17,578,452**

4. Accounts Receivable and Advances

The following table presents details of accounts receivable and advances:

	2007	2006
	(in dollars)	
Receivables from other Federal Government departments and agencies	39,482	81,497
Receivables from external parties	1,643,187	952,366
Employee advances	2,800	2,800
Total	**1,685,469**	**1,036,663**

Canadian Environmental Assessment Agency
Notes to the Financial Statements (Unaudited)
For the Year Ended March 31, 2007

5. Tangible Capital Assets

(in dollars)

Cost					Accumulated amortization					
Capital asset class	Opening balance	Acqui-sitions	Disposals and write-offs	Closing balance	Opening balance	Amorti -zation	Disposals and write-offs	Closing balance	2007 Net book value	2006 Net book value
Machinery and equipment	14,059	-	-	14,059	1,406	1,406	-	2,812	11,247	12,653
Total	**14,059**	**-**	**-**	**14,059**	**1,406**	**1,406**	**-**	**2,812**	**11,247**	**12,653**

Amortization estimated expense for the year ended March 31, 2007 is $1,406 (2006 – $1,406).

6. Accounts Payable and Accrued Liabilities

The following table presents details of accounts payable and accrued liabilities:

	2007	2006
	(in dollars)	
Payables to other Federal Government departments and agencies	341,249	352,181
Payables to external parties	2,003,023	2,259,583
Accrued salaries	494,326	372,393
Total	**2,838,598**	**2,984,157**

7. Employee Benefits

(a) Pension benefits: The Agency's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the Agency contribute to the cost of the Plan. The 2006-07 expense amounts to $1,407,619 ($1,473,276 in 2005-06), which represents approximately 2.2 times (2.6 in 2005-06) the contributions by employees.

The Agency's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits: The Agency provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

	2007	2006
	(in dollars)	
Accrued benefit obligation, beginning of year	2,087,903	1,767,148
Expense for the year	364,768	399,576
Benefits paid during the year	(117,456)	(78,821)
Accrued benefit obligation, end of year	**2,335,215**	**2,087,903**

8. Contingent Liabilities - Claims and Litigation

In the normal course of its operations, the Agency becomes involved in various legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded on the Government's consolidated financial statements[c1]. These estimated liabilities are not recognized on the Agency's financial statement as a liability until the amount of the liability is firmly established. At March 31, 2007, no actual liabilities exist and insufficient information is available to determine if any of the potential liabilities will become actual liabilities.

9. Contractual Obligations

The nature of the Agency's activities can result in some multi-year contracts and obligations whereby the Agency will be obligated to make future payments when the services/goods are received. Significant contractual obligations that can be reasonably estimated are summarized as follows:

(in dollars)	2008	2009	2010	2011	2012	Total
Transfer payments	514,220	-	-	-	-	514,220
Professional services	333,603	42,538	27,987	12,300	-	416,428
Operating leases	166,645	73,298	7,474	7,474	7,474	262,365
Total	**1,014,468**	**115,836**	**35,461**	**19,774**	**7,474**	**1,193,013**

10. Related Party Transactions

The Agency is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The Agency enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the Agency received services which were obtained without charge from other Government departments as presented below.

During the year the Agency received without charge from other departments, accommodation, legal fees and employer's contribution to the health and dental insurance plans. These services without charge have been recognized in the Agency's Statement of Operations as follows:

	2007	2006
	(in dollars)	
Accommodation	1,554,311	1,539,563
Employer's contribution to the health and dental insurance plans	824,373	802,296
Legal services provided by the Department of Justice	800,818	764,360
Total	**3,179,502**	**3,106,219**

The Agency also obtains selected financial services, materiel management, informatics and compensation and benefits services under a shared services agreement[c2] with Environment Canada. A portion of the cost of these services is paid annually and is reflected in the net cost of the program while a further portion is non-reimbursing and represents the commitment to shared services which was made at the time of the Agency's creation.

In addition, the Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada and audit services provided by the Office of the Auditor General, are not included as an expense in the Agency's Statement of Operations.

SECTION IV: OTHER ITEMS OF INTEREST

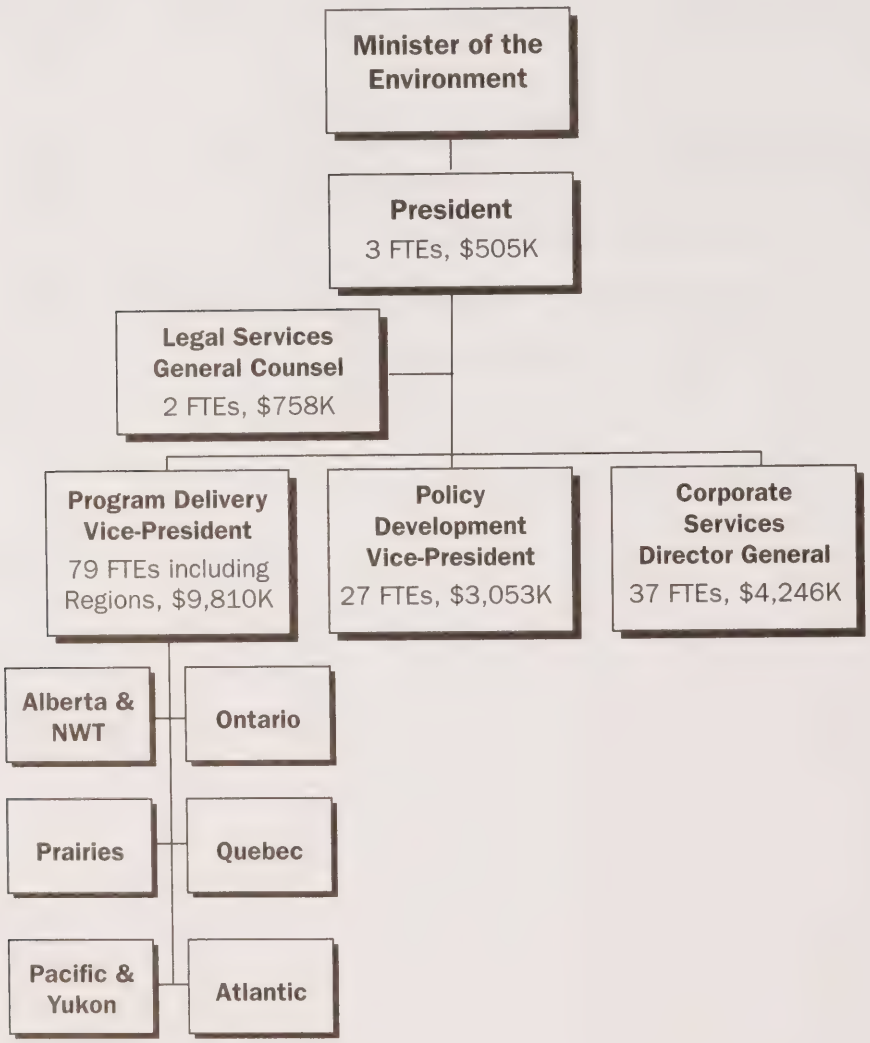
In this section:

- Agency Organization
- Statistical Summaries of Environmental Assessments
- Contacts for Further Information

AGENCY ORGANIZATION

The reporting structure to the Minister of the Environment is shown in the figure below.

Actual Spending: $18,372K with 148 FTEs.



Statistical Summaries of Environmental Assessments

The table below provides a statistical summary of environmental assessments conducted by responsible and regulated authorities. It outlines the total number of projects that underwent an environmental assessment under the *Canadian Environmental Assessment Act* during the 2006–2007 reporting period.

Fiscal Year 2006–2007			EA Decisions Taken this Fiscal Year			Follow-up Program		
EA Type	On-going on April 1, 2006	Initiated this fiscal year	Not likely to cause significant adverse environmental effects	Likely to cause significant adverse environmental effects	Terminated	On-going follow-up program on April 1, 2006	Follow-up program initiated this fiscal year	Follow-up program completed this fiscal year
Screening	2,543	5,352	4,227	0	303	128	75	73
Class Screening	n/a	n/a	946	n/a	n/a	n/a	n/a	n/a
Comprehen-sive Study	29	12	4	0	3	13	1	0
Review Panel	11	4	1	0	0	0	0	0
Panel Substitution	0	1	0	0	0	0	0	0

Note: In addition, within the 2006–2007 reporting period, a total of 1,950 screenings were completed by the Business Development Bank of Canada and Farm Credit Canada. Effective June 11, 2006 these Crown corporations were required to conduct environmental assessments of their projects subject to the requirements of the *Canadian Environmental Assessment Act*, but with a modified process with respect to reporting on the Registry Internet site.

Screenings

A screening is the most common type of environmental assessment. It is a systematic approach to identifying and documenting the environmental effects of a proposed project and determining the need to eliminate or minimize (mitigate) the adverse effects, to modify the project plan or to recommend further assessment through mediation or an assessment by a review panel.

Screenings are used to assess a wide range of projects. Screenings will vary in time, length and depth of analysis, depending on the circumstances of the proposed project, the existing environment and the likely environmental effects. Some screenings may require only a brief analysis of the available information and a brief report while others may need new background studies and will be more thorough and rigorous.

The responsible authority must ensure that the screening of the project is carried out and must prepare or ensure the preparation of a report which summarizes the findings of the screening.

For a summary of environmental assessments undertaken by each responsible or regulated authority consult the Canadian Environmental Assessment Agency's website at_www.ceaa-acee.gc.ca.

Comprehensive Studies

Certain projects, by their very nature and size, may have the potential to cause significant adverse environmental effects. These types of projects have been identified and listed in the *Comprehensive Study List Regulations*.

As a result of revisions to the *Canadian Environmental Assessment Act* (the Act), proclaimed through Bill C-9 on October 30, 2003, the responsible authority must consult the public on its proposed approach and recommend to the Minister of the Environment whether the project should continue by means of a comprehensive study environmental assessment or be referred to a mediator or a review panel. At the end of the comprehensive study process, the Minister is required to issue a decision statement as to whether the project is likely to cause significant adverse environmental effects.

The Agency's role in the comprehensive study process is to provide advice to responsible authorities, project proponents and the public; ensure that the comprehensive study report complies with the requirements of the Act; manage the public comment period; and provide advice to the Minister of the Environment in support of the Minister's track decision on the environmental assessment and the determination of potential adverse environmental effects. Public participation is facilitated by the Participant Funding Program, which provides financial assistance to eligible individuals and public organizations with legitimate interests in the project.

The Minister concluded that the comprehensive studies described below were not likely to cause significant adverse environmental effects and referred them back to the responsible authority:

- Deltaport Third Berth Project
  (www.ceaa.gc.ca/050/viewer_e.cfm?cear_id=3734)
- Kitimat Liquefied Natural Gas Terminal
  (www.ceaa.gc.ca/050/viewer_e.cfm?cear_id=10430)
- Project to Implement a Processing Plant for Spent Potlining
  (www.ceaa.gc.ca/050/viewer_e.cfm?cear_id=9911)
- Wuskwatim Hydro Generating Station
  (www.ceaa.gc.ca/010/0003/0016/index_e.htm)

Review Panels

Distinguished by extensive public participation, review panels and joint review panels with other jurisdictions are the most visible and public type of environmental assessment. Review panels are independent from government, with members appointed by the Minister of the Environment.

The review panel conducts its assessment in an open and public manner, with individuals and groups presenting information and views through public comment periods and public hearings. Public participation is facilitated by the Participant Funding Program, which provides financial assistance to eligible individuals and public organizations with legitimate interests in the project.

At the completion of the review process, the review panel's report, including conclusions and recommendations, is submitted to the Minister of the Environment. The recommendations are advisory, and the responsible authority, with the approval of the federal Cabinet considers and responds publicly to all recommendations.

The Agency's primary roles in a review panel process are to provide advice and coordination to federal expert authorities and responsible authorities; maintain the public registry; manage the review process and provide technical and administrative support to the review panel; administer the Participant Funding Program; and design and implement a public information program with the review panel.

During this reporting period, the Agency provided support and advice to the following panel reviews. To locate these environmental assessments on the Canadian Environmental Assessment Registry website:

- Go to: http://www.ceaa.gc.ca/050/index_e.cfm
- Select ***All*** in the Status drop-down menu
- Type the ***Reference Number*** in the Keyword(s) / Reference Number box
- Press ***Enter***

Projects Being Assessed	Reference Number
Cacouna Energy	04-07-7440
Construction of 4 Hydroelectric Dams, Romaine River	04-05-2613
Deep Geologic Repository for Low and Intermediate Level Radioactive Wastes	06-05-17520
Emera Brunswick Pipeline Company Ltd. Brunswick Pipeline	06-08-17667
EnCana Shallow Gas Infill Development Project in the Suffield National Wildlife Area	05-07-15620
Kearl Oil Sands - Mine Development	05-07-16237
Kemess North Gold-Copper Mine	04-07-3394
Lower Churchill Hydroelectric Generation	07-05-26178
Muskeg River Mine Expansion (MRME) – Albian Oil Sand Project	05-07-16259

Two other environmental assessments are available only on the CEAA web site:

- Eastmain-1-A and Rupert Diversion: www.ceaa-acee.gc.ca/010/0001/0001/0017/index_e.htm
- Mackenzie Gas Pipeline: www.ceaa-acee.gc.ca/010/0001/0001/0020/index_e.htm

Contacts for Further Information

Director of Communications

Canadian Environmental Assessment Agency
160 Elgin Street, 22nd Floor
Ottawa, ON K1A 0H3

Tel: 613-957-0712

Fax: 613-957-0946

E-mail: info@ceaa-acee.gc.ca

The Canadian Environmental Assessment Agency's Web Site

www.ceaa-acee.gc.ca

Treasury Board Secretariat's Web Site

www.tbs-sct.gc.ca

POUR DE PLUS AMPLES RENSEIGNEMENTS

Communiquez avec :

La directrice des communications

Agence canadienne d'évaluation environnementale
160, rue Elgin, 22e étage
Ottawa (Ontario) K1A 0H3

Téléphone : 613-957-0712

Télécopier : 613-957-0946

Courriel : info@acee-ceaa.gc.ca

Ou consultez :

Le site Web de l'Agence canadienne d'évaluation environnementale

www.acee-ceaa.gc.ca

Le site Web du Secrétariat du Conseil du Trésor

www.sct-tbs.gc.ca

Deux autres évaluations environnementales peuvent être consultées seulement sur le site Internet de l'Agence :

- Projet Eastmain-1-A et dérivation Rupert
  (http://www.ceaa-acee.gc.ca/010/0001/0001/0017/index_f.htm)
- Projet de gaz Mackenzie
  (http://www.ceaa-acee.gc.ca/010/0001/0001/0020/index_f.htm)

La commission effectue ses évaluations de façon ouverte et publique : les groupes et les particuliers intéressés fournissent des renseignements et donnent leur opinion dans le cadre de périodes consultation et d'audiences publiques. La participation du public est facilitée par le Programme d'aide financière aux participants, qui soutient financièrement les organismes publics et les particuliers ayant un intérêt légitime envers le projet.

Une fois le processus d'examen terminé, le rapport de la commission, qui comprend des conclusions et des recommandations, est présenté au ministre de l'Environnement. Les recommandations sont de nature consultative et l'autorité responsable, avec l'approbation du Cabinet fédéral, les examine et y répond publiquement.

Les principaux rôles de l'Agence dans le cadre d'un processus d'examen effectué par une commission sont les suivants : fournir des conseils et des services de coordination aux autorités fédérales expertes et aux autorités responsables, tenir le registre public, gérer le processus d'examen et fournir un soutien technique et administratif à la commission d'examen, administrer le Programme d'aide financière aux participants, et concevoir et mettre en œuvre un programme d'information du public avec la commission.

Au cours de la période visée par ce rapport, l'Agence a offert son soutien et donné des conseils aux commissions chargées d'examiner les projets suivants. Pour trouver ces évaluations environnementales dans le Registre canadien d'évaluation environnementale :

- Allez à l'adresse Internet suivante : http://www.acee.gc.ca/050/index_f.cfm
- Choisissez « Toutes les évaluations environnementales » dans la liste déroulante
- Dans la boite « Mot(s)-clé(s) / Numéro de référence », entrer le numéro de référence
- Appuyez sur la touche d'entrée :

Projets évalués	Numéro de Référence
Projet Énergie Cacouna	04-07-7440
Construction de 4 centrales hydroélectriques, rivière Romaine	04-05-2613
Installation de stockage de déchets radioactifs à faible et moyenne activité dans des couches géologiques profondes	06-05-17520
Projet de gazoduc Emera Brunswick Pipeline Company Ltd.	06-08-17667
Projet de forage intercalaire de puits de gaz peu profonds dans la réserve de faune de Suffield par EnCana	05-07-15620
Projet d'exploitation de sables bitumineux - Kearl	05-07-16237
Mine d'or et de cuivre, Kemess North	04-07-3394
Projet de centrale de production d'énergie hydroélectrique dans la partie inférieure de la rivière Churchill	07-05-26178
Projet d'expansion minier de la rivière Muskeg - Projet des sables bitumineux Albian	05-07-16259

L'autorité responsable doit veiller à ce que le projet fasse l'objet d'un examen préalable et doit rédiger ou faire rédiger un rapport qui résume les conclusions de l'examen.

Pour obtenir un sommaire des évaluations environnementales entreprises par chaque autorité responsable ou organisme réglementé, consultez le site Web de l'Agence canadienne d'évaluation environnementale au : www.acee-ceaa.gc.ca.

Études approfondies

La nature et l'envergure de certains projets font qu'ils ont le potentiel de causer des effets environnementaux négatifs importants. Ces types de projet sont définis et répertoriés dans le *Règlement sur la liste d'étude approfondie*.

Par suite des modifications apportées à la *Loi canadienne sur l'évaluation environnementale* (la Loi), promulguées par l'adoption du projet de loi C-9 le 30 octobre 2003, l'autorité responsable doit consulter le public sur la démarche qu'elle entend adopter et elle doit recommander au ministre de l'Environnement de poursuivre l'évaluation au moyen d'une étude approfondie ou de renvoyer le projet à un médiateur ou à une commission d'examen. À la fin du processus d'étude approfondie, le ministre doit indiquer dans une déclaration si le projet est susceptible d'entraîner des effets environnementaux négatifs importants.

Le rôle de l'Agence dans le processus d'étude approfondie est le suivant : fournir des conseils aux autorités responsables, aux promoteurs du projet et au public, s'assurer que le rapport d'étude approfondie est conforme aux exigences de la Loi, gérer la période de commentaires du public et donner des conseils au ministre de l'Environnement dans le cadre de sa décision sur la voie à suivre concernant l'évaluation environnementale et la détermination des effets négatifs importants sur l'environnement. La participation du public est facilitée par le Programme d'aide financière aux participants, qui soutient financièrement les organismes publics et les particuliers ayant un intérêt légitime envers le projet.

La conclusion ministérielle a été que les projets ayant fait l'objet d'études approfondies décrits ci-dessous n'étaient pas susceptibles de causer des effets négatifs importants sur l'environnement et elle les a renvoyés à l'autorité responsable.

- Aménagement hydroélectrique Wuskwatim
  http://www.ceaa.gc.ca/010/0003/0016/index_f.htm
- Kitimat LNG Inc. - Un terminal de gaz naturel liquéfié
  http://www.ceaa.gc.ca/050/viewer_f.cfm?cear_id=10430
- Projet de création d'un troisième poste à quai à Deltaport
  http://www.ceaa.gc.ca/050/viewer_f.cfm?cear_id=3734
- Projet d'implantation d'une usine de traitement de la brasque usée
  http://www.ceaa.gc.ca/050/viewer_f.cfm?cear_id=9911

Commissions d'examen

Les commissions d'examen et les commissions d'examen conjoint, qui se distinguent par une vaste participation du public, sont le type d'évaluation environnementale le plus visible et le plus public. Les commissions d'examen sont indépendantes du gouvernement et leurs membres sont nommés par le ministre de l'Environnement.

SOMMAIRES STATISTIQUES DES ÉVALUATIONS ENVIRONNEMENTALES

Le tableau ci-dessous présente un sommaire statistique des évaluations environnementales effectuées par des autorités responsables et des organismes réglementés. Il indique le nombre de projets qui ont été soumis à une évaluation environnementale en vertu de la *Loi canadienne sur l'évaluation environnementale* au cours de la période visée par le rapport 2006-2007.

Exercice : 2006-2007			**Décisions relatives à l'EE prises au cours du présent exercice**			**Programme de suivi**		
Type d'EE	En cours au 1er avril 2006	Amorcées au cours du présent exercice	Projets non susceptibles de causer des effets négatifs importants	Projets susceptibles de causer des effets environnementaux négatifs importants	Terminées	Programmes de suivi en cours au 1er avril 2006	Programmes de suivi amorcés au cours du présent exercice	Programmes de suivi terminés au cours du présent exercice
Examen préalable	2 543	5 352	4 227	0	303	128	75	73
Examen préalable type	s.o.	s.o.	946	s.o.	s.o.	s.o.	s.o.	s.o.
Étude approfondie	29	12	4	0	3	13	1	0
Commission d'examen	11	4	1	0	0	0	0	0
Commission de substitution	0	1	0	0	0	0	0	0

À noter : De plus, au cours de la période visée par le Rapport 2006-2007, la Banque de développement du Canada et Financement agricole Canada ont effectué 1 950 examens préalables. Depuis le 11 juin 2006, ces sociétés d'État doivent effectuer une évaluation environnementale de leurs projets assujettis aux exigences de la *Loi canadienne sur l'évaluation environnementale,* mais doivent respecter un processus modifié pour présenter l'information sur le site Internet du Registre.

Examens préalables

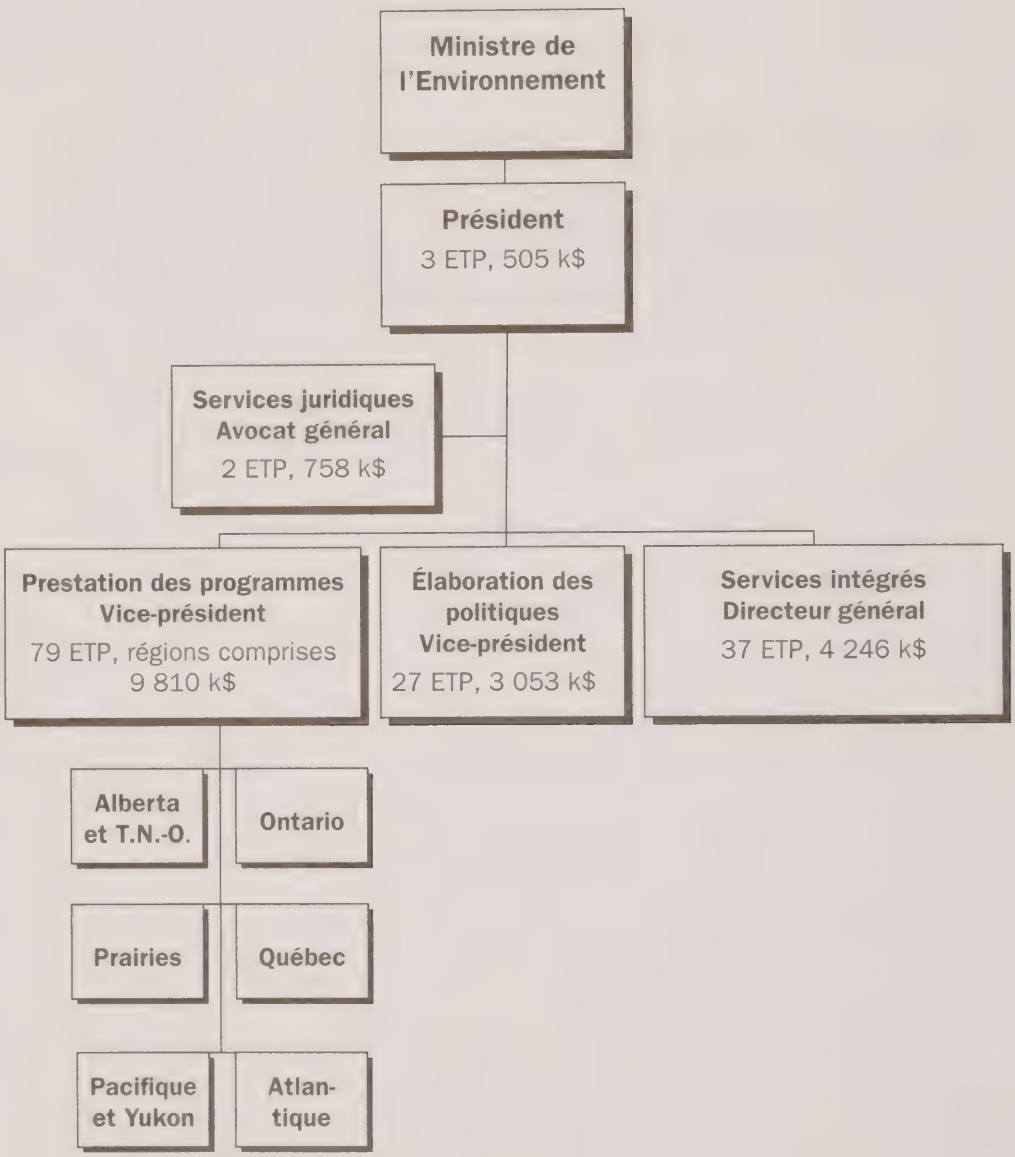
Un examen préalable est la forme d'évaluation environnementale la plus courante. Il s'agit d'une approche systématique utilisée pour cerner et documenter les effets d'un projet proposé sur l'environnement et établir la nécessité d'en éliminer ou d'en diminuer (atténuer) les effets négatifs, de modifier le plan de projet ou de recommander une analyse plus poussée par le biais d'une médiation ou d'une évaluation par une commission d'examen.

Les examens préalables s'appliquent à des projets de nature très variée. Le moment, la durée et la portée d'analyse de l'examen varient selon les particularités du projet proposé, les conditions de l'environnement et les effets environnementaux probables. Certains examens préalables ne nécessitent qu'une brève analyse des renseignements disponibles suivie d'un court rapport, tandis que d'autres exigent de nouvelles études de base et seront plus détaillés et plus rigoureux.

STRUCTURE DE L'AGENCE

La structure hiérarchique de l'Agence depuis le ministre de l'Environnement est présentée dans la figure ci-dessous.

Dépenses réelles : 18 372 000 $ et 148 ETP



SECTION IV : AUTRES SUJETS D'INTÉRÊT

Dans cette section :

- Structure de l'Agence
- Sommaires statistiques des évaluations environnementales
- Pour de plus amples renseignements

Agence canadienne d'évaluation environnementale
Notes afférentes aux états financiers (non vérifiées)
Pour l'exercice terminé le 31 mars 2007

L'Agence reçoit aussi certains services financiers, de gestion du matériel, d'informatique et de traitement de la rémunération et des avantages sociaux en vertu d'accord de services partagés avec Environnement Canada. Une partie des coûts de ces services est payée annuellement et est reflétée dans le coût net du programme alors qu'une autre partie n'est pas débitée et représente l'engagement à l'égard des services partagés au moment de la création de l'Agence.

En plus, le gouvernement a structuré quelques-unes de ses activités administratives pour des fins d'efficacité et de rentabilité de sorte de confier à un seul ministère l'exécution de ces activités au nom de tous les autres. Le coût de ces services, qui comprennent les services de paye et d'émission des chèques offerts par Travaux publics et Services gouvernementaux Canada et les services de vérification offerts par le Bureau du vérificateur général, ne sont pas inclus à titre de charge dans l'état des résultats de l'Agence.

(en dollars)	2008	2009	2010	2011	2012	Total
Paiements de transfert	514 220	-	-	-	-	514 220
Services professionnels	333 603	42 538	27 987	12 300	-	416 428
Contrats de location-acquisition	166 645	73 298	7 474	7 474	7 474	262 365
Total	**1 014 468**	**115 836**	**35 461**	**19 774**	**7 474**	**1 193 013**

10. Opérations entre apparentés

En vertu du principe de propriété commune, l'Agence est apparentée à tous les ministères, organismes et sociétés d'État du gouvernement du Canada. Elle conclut des opérations avec ces entités dans le cours normal de ses activités et selon des modalités commerciales normales. De plus, au cours de l'exercice, elle reçoit gratuitement des services d'autres ministères, comme il est indiqué ci-dessous.

Au cours de l'exercice, l'Agence reçoit gratuitement des services d'autres ministères (installations, frais juridiques et cotisations de l'employeur au régime de soins de santé et au régime de soins dentaires). Ces services gratuits ont été constatés comme suit dans l'état des résultats de l'Agence :

	2007	2006
	(en dollars)	
Installations	1 554 311	1 539 563
Cotisations de l'employeur au régime de soins de santé et au régime de soins dentaires	824 373	802 296
Services juridiques reçus de Justice Canada	800 818	764 360
Total	**3 179 502**	**3 106 219**

	2007	2006
	(en dollars)	
Obligation au titre des prestations constituées, au début de l'exercice	2 087 903	1 767 148
Charges de l'exercice	364 768	399 576
Prestations versées pendant l'exercice	(117 456)	(78 821)
Obligation au titre des prestations constituées, à la fin de l'exercice	**2 335 215**	**2 087 903**

8. Passif éventuel – Réclamations et litiges

Des réclamations ont été faites auprès de l'Agence dans le cours normal de ses activités. Certaines obligations éventuelles pourraient devenir des obligations réelles selon que certains événements futurs se produisent ou non. Dans la mesure où l'événement futur risque de se produire ou non et si l'on peut établir une estimation raisonnable de la perte, on comptabilise un passif estimatif et une charge dans les états financiers consolidés du gouvernement. Ces passifs ne sont pas constatés aux états financiers de l'Agence tant que l'obligation de paiement n'est pas établie de manière certaine. Au 31 mars, aucun passif réel n'existait et l'information disponible à cette date était insuffisante pour déterminer si un passif éventuel deviendra un passif réel.

9. Obligations contractuelles

De par leur nature, les activités de l'Agence peuvent donner lieu à des contrats et des obligations en vertu desquels l'Agence sera tenue d'effectuer des paiements échelonnés sur plusieurs années pour l'acquisition de biens ou services. Voici les principales obligations contractuelles pour lesquelles une estimation raisonnable peut être faite :

Agence canadienne d'évaluation environnementale
Notes afférentes aux états financiers (non vérifiées)
Pour l'exercice terminé le 31 mars 2007

6. Créditeurs et charges à payer

Le tableau suivant donne le détail des créditeurs et des charges à payer :

	2007	2006
	(en dollars)	
Montant à payer à d'autres ministères et organismes fédéraux	341 249	352 181
Montant à payer à l'extérieur	2 003 023	2 259 583
Salaires à payer	494 326	372 393
Total	**2 838 598**	**2 984 157**

7. Avantages sociaux

(a) Prestations de retraite : Les employés de l'Agence participent au Régime de retraite de la fonction publique, qui est parrainé et administré par le gouvernement du Canada. Les prestations de retraite s'accumulent sur une période maximale de 35 ans au taux de 2 % par année de services validables multiplié par la moyenne des gains des cinq meilleures années consécutives. Les prestations sont intégrées aux prestations du Régime de pensions du Canada et du Régime de rentes du Québec et sont indexées à l'inflation.

Tant les employés que l'Agence versent des cotisations couvrant le coût du régime. En 2006-2007, les charges s'élèvent à 1 407 619 $ (1 473 276 $ en 2005-2006), soit environ 2,2 fois (2,6 en 2005-2006) les cotisations des employés.

La responsabilité de l'Agence relative au régime de retraite se limite aux cotisations versées. Les excédents ou les déficits actuariels sont constatés dans les états financiers du gouvernement du Canada, en sa qualité de répondant du régime.

(b) Indemnités de départ : L'Agence verse des indemnités de départ aux employés en fonction de l'admissibilité, des années de service et du salaire final. Ces indemnités ne sont pas capitalisées d'avance. Les prestations seront prélevées sur les crédits futurs. Voici quelles étaient les indemnités de départ au 31 mars :

Agence canadienne d'évaluation environnementale
Notes afférentes aux états financiers (non vérifiées)
Pour l'exercice terminé le 31 mars 2007

4. Débiteurs et avances

Le tableau suivant donne le détail des débiteurs et des avances :

	2007	2006
	(en dollars)	
Débiteurs d'autres ministères et organismes fédéraux	39 482	81 497
Débiteurs de l'extérieur	1 643 187	952 366
Avances aux employés	2 800	2 800
Total	**1 685 469**	**1 036 663**

5. Immobilisations corporelles

(en dollars)

Coût					Amortissement cumulé					
Catégorie d'immobilisations	Solde d'ouverture	Acquisitions	Aliénations et radiations	Solde de fermeture	Solde d'ouverture	Acquisitions	Aliénations et radiations	Solde de fermeture	2006 Valeur comptable nette	2005 Valeur comptable nette
Machines et matériel	14 059	-	-	14 059	1 406	1 406	-	2 812	11 247	12 653
Total	**14 059**	**-**	**-**	**14 059**	**1 406**	**1 406**	**-**	**2 812**	**11 247**	**12 653**

La charge d'amortissement pour l'exercice terminé le 31 mars 2007 est de 1 406 $ (2006 – 1 406 $).

Agence canadienne d'évaluation environnementale
Notes afférentes aux états financiers (non vérifiées)
Pour l'exercice terminé le 31 mars 2007

(b) Crédits fournis et utilisés

	Crédits fournis	
	2007	2006
	(en dollars)	
Crédit 20 – Dépenses de programmes	17 614 665	17 466 946
Montants législatifs	1 909 930	1 991 890
Moins :		
Crédits annulés	(1 152 516)	(1 880 384)
Crédits de l'exercice utilisés	**18 372 079**	**17 578 452**

(c) Rapprochement de l'encaisse nette fournie par le gouvernement et des crédits de l'exercice utilisés

	2007	2006
	(en dollars)	
Encaisse nette fournie par le gouvernement	18 480 255	17 680 041
Revenus non disponibles pour dépenser	924 311	948 750
Variation de la situation nette du Trésor		
Variation des débiteurs et des avances	(648 806)	(982 218)
Variation des créditeurs et des charges à payer	(145 559)	679 771
Variation de la provision pour indemnités de départ	247 312	0
Frais juridiques chargés par Justice Canada	(535 402)	(655 841)
Autres ajustements	49 968	(92 051)
	(1 032 487)	(1 050 339)
Crédits de l'exercice utilisés	**18 372 079**	**17 578 452**

réels pourraient différer des estimations de manière significative. Les estimations de la direction sont examinées périodiquement et, à mesure que les rajustements deviennent nécessaires, ils sont constatés dans les états financiers de l'exercice où ils sont connus.

3. Crédits parlementaires

L'Agence reçoit la plus grande partie de son financement au moyen de crédits parlementaires annuels. Les éléments comptabilisés dans l'état des résultats et l'état de la situation financière d'un exercice peuvent être financés au moyen de crédits parlementaires qui ont été autorisés dans des exercices précédents, pendant l'exercice en cours ou qui le seront dans des exercices futurs. En conséquence, les résultats de fonctionnement nets de l'Agence diffèrent selon qu'ils sont présentés en fonction du financement octroyé par le gouvernement ou suivant la comptabilité d'exercice. Les différences sont rapprochées dans les tableaux suivants :

a) Rapprochement du coût de fonctionnement net et des crédits parlementaires de l'exercice :

	2007	2006
	(en dollars)	
Coût de fonctionnement net	21 318 741	20 634 004
Rajustements pour les postes ayant une incidence sur le coût de fonctionnement net mais qui n'ont pas d'incidence sur les crédits		
Ajouter (déduire) :		
Services fournis gratuitement (note 10)	(3 179 502)	(3 106 219)
Amortissement des immobilisations corporelles (note 5)	(1 406)	(1 406)
Revenus non disponibles pour dépenser	924 311	948 750
Indemnités de vacances et de congés compensatoires	(154 663)	(248 096)
Frais juridiques chargés par Justice Canada	(535 402)	(655 841)
Autres	0	7 260
Crédits de l'exercice utilisés	**18 372 079**	**17 578 452**

nécessaires pour les gagner. Le coût des avantages sociaux gagnés par les employés est calculé à l'aide de l'information provenant des résultats du passif déterminé sur une base actuarielle pour les prestations de départ pour l'ensemble du gouvernement.

(g) Les débiteurs sont comptabilisés en fonction des montants que l'on prévoit réaliser; des provisions sont établies pour les débiteurs dont le recouvrement est incertain.

(h) Passif éventuel - Le passif éventuel représente des obligations possibles qui peuvent devenir des obligations réelles selon que certains événements futurs se produisent ou non. Dans la mesure où l'événement futur risque de se produire ou non et si l'on peut établir une estimation raisonnable de la perte, on comptabilise un passif estimatif et une charge. Si la probabilité ne peut être déterminée ou s'il est impossible de faire une estimation raisonnable du montant, l'éventualité est présentée dans les notes afférentes aux états financiers.

(i) Opérations en devises - Les opérations en devises sont converties en dollars canadiens au taux de change en vigueur à la date de l'opération. Les actifs et les passifs monétaires libellés en devises sont convertis en dollars canadiens en utilisant le taux de change en vigueur le 31 mars.

(j) Immobilisations corporelles - Toutes les immobilisations corporelles et les améliorations locatives dont le coût initial est d'au moins 10 000 $ sont comptabilisées à leur coût d'achat. Les immobilisations corporelles sont amorties selon la méthode linéaire sur la durée de vie utile estimative de l'immobilisation, comme suit :

Catégorie d'immobilisations	Sous-catégorie	Période d'amortissement
Machines et matériel	Meubles et accessoires	10 ans

(k) Incertitude relative à la mesure - La préparation de ces états financiers conformément aux conventions comptables du Conseil du Trésor du Canada, qui sont conformes aux principes comptables généralement reconnus du Canada pour le secteur public, exige de la direction qu'elle fasse des estimations et pose des hypothèses qui influent sur les montants déclarés des actifs, des passifs, des revenus et des charges présentés dans les états financiers. Au moment de la préparation des présents états financiers, la direction considère que les estimations et les hypothèses sont raisonnables. Les principaux éléments pour lesquels des estimations sont faites sont le passif pour les indemnités de départ, les indemnités de vacances et de congés compensatoires et la durée de vie utile des immobilisations corporelles. Les résultats

Agence canadienne d'évaluation environnementale
Notes afférentes aux états financiers (non vérifiées)
Pour l'exercice terminé le 31 mars 2007

(b) Encaisse nette fournie par le gouvernement – L'Agence fonctionne au moyen du Trésor, qui est administré par le receveur général du Canada. Toutes les rentrées de fonds sont déposées au Trésor et tous les décaissements faits par l'Agence sont prélevés sur le Trésor. L'encaisse nette fournie par le gouvernement fédéral correspond à la différence entre toutes les rentrées et les sorties de fonds, y compris les opérations entre l'Agence et les autres ministères fédéraux.

(c) La variation de la situation nette du Trésor est la différence entre l'encaisse nette fournie par le gouvernement et les crédits utilisés au cours de l'exercice, à l'exclusion du montant des revenus non disponibles comptabilisés par l'Agence. Cette différence découle d'écarts temporaires entre le moment où une opération affecte un crédit et le moment où elle est traitée par le Trésor.

(d) Revenus :

- Les revenus tirés des droits réglementaires sont constatés dans les comptes en fonction des services fournis au cours de l'exercice.
- Les revenus sont comptabilisés dans l'exercice où les opérations ou les événements sous-jacents surviennent.

(e) Charges – Les charges sont comptabilisées selon la méthode de la comptabilité d'exercice :

- Les contributions sont constatées dans l'exercice au cours duquel les bénéficiaires satisfont aux critères d'admissibilité ou ont rempli les conditions des accords de transfert.
- Les indemnités de vacances et de congés compensatoires sont passées en charges au fur et à mesure que les employés en acquièrent le droit en vertu de leurs conditions d'emploi respectives.
- Les services fournis gratuitement par d'autres ministères sont comptabilisés à titre de charges de fonctionnement à leur coût estimatif.

(f) Avantages sociaux futurs

i. Prestations de retraite : Les employés admissibles participent au Régime de retraite de la fonction publique, régime multi employeurs administré par le gouvernement du Canada. Les cotisations de l'Agence au Régime sont passées en charges dans l'exercice au cours duquel elles sont engagées et elles représentent l'obligation totale de l'Agence découlant du Régime. En vertu des dispositions législatives en vigueur, l'Agence n'est pas tenue de verser des cotisations au titre de l'insuffisance actuarielle du Régime.

ii. Indemnités de départ : Les employés ont droit à des indemnités de départ, prévues dans leurs conventions collectives ou les conditions d'emploi. Le coût de ces indemnités s'accumule à mesure que les employés effectuent les services

Agence canadienne d'évaluation environnementale
Notes afférentes aux états financiers (non vérifiées)
Pour l'exercice terminé le 31 mars 2007

1. Autorisations et objectifs

L'Agence canadienne d'évaluation environnementale a été instituée en 1995 sous le régime de la *Loi canadienne sur l'évaluation environnementale*. L'Agence a le mandat d'effectuer des évaluations environnementales fédérales de qualité qui favorisent le développement durable. L'Agence s'acquitte de cet objectif :

(a) En fournissant de l'aide administrative et des avis aux commissions d'examen de l'évaluation environnementale,
(b) En favorisant l'uniformité et l'harmonie en matière d'évaluation environnementale au Canada parmi tous les ordres de gouvernement,
(c) En donnant à la population la possibilité de participer activement au processus fédéral d'évaluation environnementale.

L'activité de programme centrale de l'Agence consiste à effectuer des évaluations environnementales de manière efficace et efficiente, le fondement même de sa mission. Cette activité est soutenue par les Services intégrés, qui assurent des services modernes, rapides et attentifs.

En plus, l'Agence a des obligations à remplir en vertu de l'*Accord pancanadien sur l'harmonisation environnementale* et des ententes bilatérales avec les gouvernements provinciaux et des ententes internationales sur les évaluations environnementales.

L'Agence est désignée à l'annexe I.1 de la *Loi sur la gestion des finances publiques* et rend compte au Parlement par l'intermédiaire du ministre de l'environnement.

2. Sommaire des principales conventions comptables

Les états financiers ont été préparés conformément aux normes comptables publiées par le Secrétariat du Conseil du Trésor qui sont conformes aux principes comptables généralement reconnus du Canada pour le secteur public.

(a) Crédits parlementaires – L'Agence canadienne d'évaluation environnementale est financée par le gouvernement du Canada au moyen de crédits parlementaires. Les crédits consentis à l'Agence ne correspondent pas à l'information financière présentée en conformité avec les principes comptables généralement reconnus étant donné que les crédits sont fondés, dans une large mesure, sur les besoins de trésorerie. Par conséquent, les postes à l'état des résultats et à l'état de la situation financière ne sont pas nécessairement les mêmes que ceux des crédits parlementaires. La note 3 présente un rapprochement de haut niveau entre les deux méthodes de rapports financiers.

Agence canadienne d'évaluation environnementale
État de l'avoir du Canada (non vérifié)
au 31 mars
(en dollars)

	2007	2006
Avoir du Canada, au début de l'exercice	(4 434 820)	(4 587 076)
Coût net de fonctionnement	(21 318 741)	(20 634 004)
Crédits de l'exercice utilisés (note 3)	18 372 079	17 578 452
Revenus non disponibles pour dépenser	(924 311)	(948 750)
Variation de la situation nette du Trésor (note 3)	1 032 487	1 050 339
Services fournis gratuitement par d'autres ministères (note 10)	3 179 502	3 106 219
Avoir du Canada, à la fin de l'exercice	**(4 093 804)**	**(4 434 820)**

Les notes complémentaires et les tableaux font partie intégrante des états financiers.

Agence canadienne d'évaluation environnementale
État des flux de trésorerie (non vérifié)
pour l'exercice terminé le 31 mars
(en dollars)

	2007	2006
Activités de fonctionnement		
Coût net de fonctionnement	21 318 741	20 634 004
Éléments n'affectant pas l'encaisse :		
Services fournis gratuitement par d'autres ministères (note 10)	(3 179 502)	(3 106 219)
Amortissement des immobilisations corporelles (note 5)	(1 406)	(1 406)
Variations de l'état de la situation financière :		
Augmentation (diminution) des débiteurs et des avances (note 4)	648 806	982 218
Diminution (augmentation) des passifs	(306 384)	(828 556)
Encaisse utilisée par les activités de fonctionnement	18 480 255	17 680 041
Activités de financement		
Encaisse nette fournie par le gouvernement du Canada	**18 480 255**	**17 680 041**

Les notes complémentaires et les tableaux font partie intégrante des états financiers.

Agence canadienne d'évaluation environnementale
État des résultats (non vérifié)
Pour l'exercice terminé le 31 mars
(en dollars)

	2007	2006
Paiements de transfert		
Premières nations	814 192	549 916
Organismes sans but lucratif	729 694	398 530
Autres ordres de gouvernement	195 500	245 500
Industrie	70 000	13 500
Autres pays et organismes internationaux	5 000	5 000
Particuliers	407	5 000
Total des paiements de transfert	1 814 793	1 217 446
Charges de fonctionnement		
Salaires et avantages sociaux	14 763 557	13 794 906
Services professionnels et spéciaux	6 191 270	6 191 397
Loyers	2 418 018	1 901 967
Déplacements et relocalisations	2 332 312	1 680 726
Information	339 476	333 472
Télécommunications	287 906	199 302
Services publics, matériaux et fournitures	188 832	171 864
Ameublement et équipement	142 478	413 335
Poste	51 869	58 339
Entretien et réparations	11 330	9 649
Autres	6 258	3 659
Amortissement	1 406	1 406
Total des charges de fonctionnement	26 734 712	24 760 022
Total des charges	**28 549 505**	**25 977 468**
Revenus		
Services d'évaluation environnementale et formation	7 230 419	5 343 257
Revenus divers	345	207
Total des revenus	**7 230 764**	**5 343 464**
Coût de fonctionnement net	**21 318 741**	**20 634 004**

Les notes complémentaires et les tableaux font partie intégrante des états financiers

Agence canadienne d'évaluation environnementale
État de la situation financière (non vérifié)
au 31 mars
(en dollars)

	2007	2006
ACTIF		
Actifs financiers		
Débiteurs et avances (note 4)	1 685 469	1 036 663
Total des actifs financiers	1 685 469	1 036 663
Actifs non financiers		
Immobilisations corporelles (note 5)	11 247	12 653
Total des actifs non financiers	11 247	12 653
TOTAL	**1 696 716**	**1 049 316**
PASSIF		
Créditeurs et charges à payer (note 6)	2 838 598	2 984 157
Indemnités de vacances et de congés compensatoires	616 707	412 076
Indemnités de cessation d'emploi (note 7)	2 335 215	2 087 903
Total du passif	5 790 520	5 484 136
Avoir du Canada	(4 093 804)	(4 434 820)
TOTAL	**1 696 716**	**1 049 316**

Passif éventuel (note 8)
Obligations contractuelles (note 9)

Les notes complémentaires et les tableaux font partie intégrante des états financiers

Agence canadienne d'évaluation environnementale

Déclaration de responsabilité de la direction

La responsabilité de l'intégrité et de l'objectivité des états financiers ci-joints pour l'exercice se terminant le 31 mars 2007 et tous les renseignements figurant dans le présent rapport incombe à la direction de l'Agence. Ces états financiers ont été préparés par la direction conformément aux normes comptables émises par le Secrétariat du Conseil du Trésor, qui sont conformes aux principes comptables généralement reconnus du Canada pour le secteur public.

La direction est responsable de l'intégrité et de l'objectivité des données présentées dans les états financiers. Certains renseignements présentés dans les états financiers sont fondés sur les meilleures estimations et le jugement de la direction et tiennent compte de l'importance relative des postes en question. Pour s'acquitter de ses obligations au chapitre de la comptabilité et de la présentation des rapports, la direction tient des comptes qui permettent l'enregistrement centralisé des opérations financières de l'Agence. Les renseignements financiers soumis aux *Comptes publics du Canada* et inclus dans le *Rapport ministériel sur le rendement* de l'Agence concordent avec les états financiers ci-joints.

La direction exploite un système de gestion financière et de contrôle interne conçu pour donner une assurance raisonnable que l'information financière est fiable, que les actifs sont protégés et que les opérations sont conformes à la *Loi sur la gestion des finances publiques*, qu'elles sont exécutées en conformité avec les règlements, qu'elles respectent les autorisations du Parlement et qu'elles sont consignées de manière à rendre compte de l'utilisation des fonds du gouvernement. La direction veille également à l'objectivité et à l'intégrité des données de ses états financiers par la sélection soignée, la formation et le perfectionnement d'employés qualifiés, par des dispositions assurant une répartition appropriée des responsabilités et par des programmes de communication visant à assurer la compréhension des règlements, des politiques, des normes et des responsabilités de gestion dans tout l'organisme.

Les états financiers de l'Agence n'ont pas été vérifiés.

Jean-Claude Bouchard
Président

Daniel Nadeau
Agent principal des finances intérimaire

Ottawa, Canada
10 août 2007

Tableau 10 : États financiers

Agence canadienne d'évaluation environnementale

Canadian Environmental Assessment Agency



États financiers

pour l'exercice terminé le 31 mars 2007

(non vérifiés)

Canada

Points à examiner	Commentaires
3. Quels sont les cibles établies pour la période visée par le rapport?	Des 46 engagements définis dans la SDD 2004-2006, l'Agence en a réalisé 25. Plusieurs initiatives ont été mises en attente ou ne représentent plus une priorité pour l'Agence. La SDD 2007-2009, qui constitue une nouvelle stratégie de l'Agence introduite en janvier 2007, comporte des cibles révisées qui diffèrent des cibles de la SDD 2004-2006. Les cibles spécifiques qui viennent à l'appui des réalisations ou des objectifs à long terme comprennent le soutien de la recherche et du développement et l'encouragement au dialogue ouvert, dans le but de faire progresser la science et la pratique de l'évaluation environnementale, ainsi que le partage de ces découvertes avec les intervenants. Les cibles incluent également le principe de l'apprentissage par la pratique : la mise en pratique de la théorie et la prise en charge de nouveaux rôles et responsabilités. Plus important encore, il s'agit d'accroître notre connaissance des réalisations découlant de notre cadre fédéral d'évaluation environnementale, de sorte que, face aux possibilités qui se présenteront, l'Agence puisse se positionner pour fournir des conseils judicieux et d'avant-garde au Parlement concernant son rôle et l'avenir du cadre fédéral d'évaluation environnementale.
4. Quel est le progrès réalisé à ce jour?	Le cadre d'action de la Stratégie de développement durable 2007-2009 aborde les principaux défis auxquels l'Agence fait face dans sa direction d'un cadre d'évaluation environnementale qui appuie les Canadiens dans l'atteinte et le maintien du développement durable. Les progrès à ce jour n'ont pas encore été mesurés en raison de la mise en œuvre récente de la stratégie. Toutefois, on effectuera sous peu une première évaluation du progrès de la SDD à l'aide du Système de surveillance et de suivi (SSS) de l'Agence.
5. Si des ajustements ont été apportés, quels sont-ils?	On n'a pas encore déterminé le besoin d'apporter des ajustements à la SDD 2007-2009. Si des ajustements s'imposent à la suite de la première évaluation des progrès, ils seront indiqués dans le prochain rapport ministériel sur le rendement.

Tableau 9 : Stratégie de développement durable

Points à examiner	Commentaires
1. Quel sont les principaux buts, objectifs et (ou) cibles à long terme de la stratégie de développement durable?	La vision sur 20 ans de la stratégie de développement durable (SDD) 2007-2009 définit les buts, les objectifs et les visées à long terme de l'Agence. La vision à long terme de la SDD consiste à tenir compte des facteurs environnementaux, en même temps que des facteurs économiques et sociaux, dans toutes les décisions du gouvernement fédéral concernant les politiques, les programmes et les projets d'une manière qui appuie une prise de décision équilibrée et intégrée ainsi qu'une progression vers le développement durable. Pour réaliser sa vision, l'Agence reconnaît qu'elle doit passer d'un cadre fédéral d'évaluation environnementale axé sur les processus à un cadre axé sur les résultats. Elle doit envisager le succès de ses initiatives dans l'optique des améliorations apportées au processus, ainsi qu'en fonction des améliorations obtenues dans les résultats sur lesquels elle influe. Le but à long terme de la Stratégie de développement durable 2007-2009 est donc de promouvoir l'application entière et utile d'un cadre fédéral d'évaluation environnementale axé sur les résultats. Les trois principaux objectifs suivants ont été déterminés en conséquence : ▪ l'élaboration d'outils d'analyse environnementale efficaces et efficients qui se renforcent mutuellement; ▪ l'application entière et judicieuse des outils d'analyse environnementale au début du processus; ▪ un apprentissage et une amélioration continus. La SDD stipule que l'Agence entreprendra la phase recherche de son plan à long terme, qui comporte des cibles précises, afin de s'assurer de pouvoir atteindre cet objectif global. Quatorze engagements précis concourent aux buts et objectifs de la SDD.
2. Comment ces principaux buts, objectifs et (ou) cibles à long terme aident-ils à réaliser les résultats stratégiques de l'Agence?	La vision et le but de la SDD 2007-2009 contribuent directement aux résultats stratégiques de l'Agence qui consistent à établir le cadre d'une évaluation environnementale plus intégrée, à assumer un leadership plus actif dans ces évaluations et à redonner la capacité d'accomplir ses nouvelles responsabilités actuelles et futures en s'efforçant d'acquérir les connaissances nécessaires afin de renforcer le rôle de l'évaluation environnementale dans l'avancement du développement durable au Canada.

Initiatives réglementaires	Résultats escomptés	Résultats obtenus
droits ou intérêts précisés.		
Examen de quatre règlements clés découlant de la *Loi canadienne sur l'évaluation environnementale* Conformément aux changements apportés en 2003 par la Loi modifiée, on passera en revue le *Règlement sur la liste d'inclusion*, le *Règlement sur les dispositions législatives et réglementaires désignées*, le *Règlement sur la liste d'étude approfondie* et le *Règlement sur la liste d'exclusion* pour s'assurer qu'ils correspondent toujours aux programmes et priorités du gouvernement.	▪ Règlements à jour, tenant compte des toutes dernières approches et de l'expérience récente de l'évaluation environnementale.	On a procédé à une révision importante du *Règlement sur la liste d'exclusion* (entrée en vigueur à la fin du printemps 2007). Des projets ont été entrepris en vue de modifier les quatre règlements clés. Un document de travail a été mis à la disposition du public concernant les modifications proposées qui feraient en sorte d'ajouter la *Loi du traité des eaux limitrophes internationales* au *Règlement sur les dispositions législatives et réglementaires désignées* et au *Règlement sur la liste d'inclusion*. Un examen de l'article 10 du *Règlement sur la liste d'étude approfondie* a été entrepris en collaboration avec Infrastructure Canada. On a entrepris un examen du *Règlement sur la liste d'exclusion* axé sur les sociétés d'État.

Tableau 8 : Réponse aux comités parlementaires, aux vérifications et aux évaluations

Réponse aux comités parlementaires
Au cours de la période visée par le rapport, l'Agence n'a déposé aucune réponse à des rapports de comités parlementaires.
Réponse à la Vérificatrice générale, de même qu'à la commissaire à l'environnement et au développement durable
Au cours de la période visée par le rapport, le Bureau de la vérificatrice générale n'a formulé aucune recommandation à l'intention expresse de l'Agence.
Vérifications externes (note : fait référence aux autres vérifications externes faites par la Commission de la fonction publique du Canada (CFP) et par le Commissariat aux langues officielles)
Au cours de l'exercice 2006-2007, deux vérifications (Accueil et voyages) ont été menées par un organisme central (Secrétariat du Conseil du Trésor). Les résultats de ces vérifications seront communiqués dans le prochain Rapport ministériel sur le rendement.
Vérifications ou évaluations internes
Au cours de la période visée par le rapport, l'Agence n'a effectué aucune vérification ni évaluation.

Initiatives réglementaires	Résultats escomptés	Résultats obtenus
Modifications au *Règlement sur la coordination fédérale* Le *Règlement sur la coordination fédérale* sera modifié en fonction des changements apportés en 2003 par la Loi modifiée.	▪ Renforcement de la coordination entre les ministères fédéraux pour répondre aux exigences de l'évaluation environnementale et amélioration de la coordination avec les autres participants au processus d'évaluation environnementale, dont les provinces, l'industrie, les organismes de protection de l'environnement et autres. ▪ Processus d'évaluation environnemental plus opportun et plus prévisible. ▪ Transparence accrue du processus d'évaluation environnementale.	À la suite des commentaires reçus à l'égard des propositions précédentes et au regard de la nouvelle *directive du Cabinet sur la mise en application de la Loi canadienne sur l'évaluation environnementale*, une nouvelle approche a été élaborée afin de modifier le *Règlement sur la coordination fédérale*. Les ministères et les organismes fédéraux ont été consultés à cet effet et une version préliminaire en langage clair du Règlement proposé a été élaborée.
Modifications au *Règlement sur l'évaluation environnementale concernant les administrations portuaires canadiennes* Conformément aux changements apportés par la Loi modifiée en 2003, le Règlement doit être modifié pour assurer l'exhaustivité, l'uniformité, la transparence et la qualité globale des processus d'évaluation environnementale suivis par les administrations portuaires.	▪ Les procédures d'évaluation environnementale applicables aux administrations portuaires seront conformes aux dispositions de la Loi modifiée, en particulier pour ce qui est des études approfondies et du Registre.	Les autorités portuaires, les ministères et les organismes fédéraux ainsi que le Comité consultatif de la réglementation ont été consultés au sujet d'une ébauche finale non officielle de la nouvelle version du *Règlement sur l'évaluation environnementale concernant les administrations portuaires*. Le nouveau règlement final est en cours de rédaction.
Règlement sur l'évaluation environnementale concernant les autorités aéroportuaires Conformément aux changements proposés dans la Loi modifiée, ce règlement comblera un vide juridique de la *Loi canadienne sur l'évaluation environnementale* en exigeant des autorités aéroportuaires qu'elles effectuent une évaluation des effets environnementaux des projets situés sur les terres fédérales qu'elles sont chargées d'administrer ou de gérer, ou sur lesquelles elles ont d'autres	▪ Processus d'évaluation environnementale qui soumet à l'évaluation toutes les activités pertinentes menées par les administrations aéroportuaires.	Les consultations et les discussions avec les autorités aéroportuaires et Transports Canada se sont poursuivies et on s'attend à ce que le nouveau projet de règlement concernant les autorités aéroportuaires suive de peu le nouveau règlement concernant les autorités portuaires.

Tableau 7 : Progrès accomplis au regard du plan de réglementation de l'Agence

Initiatives réglementaires	Résultats escomptés	Résultats obtenus
Élaboration du *Règlement sur les sociétés d'État* En juin 2006, les sociétés d'État seront visées par la *Loi canadienne sur l'évaluation environnementale*. L'Agence aidera ces organismes à remplir leurs nouvelles obligations. Le nouveau règlement modifiera le processus d'évaluation des sociétés d'État qui accordent des prêts commerciaux. Le *Règlement sur la liste d'exclusion* sera examiné et modifié afin de s'assurer que les besoins des sociétés d'État sont pris en considération.	▪ L'Agence aidera les sociétés d'État à remplir leurs nouvelles obligations en vertu de la Loi. Le Règlement sera élaboré en fonction des activités commerciales particulières des sociétés d'État qui accordent des prêts commerciaux. Les modifications apportées au *Règlement sur la liste d'exclusion* permettront une utilisation plus efficace des ressources en matière d'évaluation environnementale.	Des 41 sociétés d'État mères devenant assujetties à la Loi en juin 2006, 39 n'ont aucunement besoin d'une variante réglementaire menant à une modification du processus d'évaluation environnementale. Un règlement modifiant le processus d'évaluation environnementale qui s'applique à deux sociétés d'État qui consentent des prêts commerciaux est entré en vigueur le 11 juin 2006. Le règlement permet à ces sociétés de s'acquitter de leurs nouvelles responsabilités en vertu de la Loi tout en maintenant leur capacité d'offrir leurs services dans un environnement concurrentiel. Les modifications proposées au *Règlement sur la liste d'exclusion* ont été élaborées par les sociétés d'État intéressées, en collaboration avec l'Agence. Le Comité consultatif multilatéral de la réglementation relevant du ministre, le Conseil supérieur de l'évaluation environnementale du gouvernement fédéral et d'autres organismes d'État ont été consultés au regard des modifications proposées.
Modifications au *Règlement sur la liste d'exclusion* Des entrées seront ajoutées au Règlement afin de définir de nouvelles catégories de projets exemptés de l'évaluation environnementale et de modifier les seuils de certaines entrées existantes.	▪ Réduction du nombre d'évaluations environnementales de projets ayant des effets négligeables par des autorités fédérales responsables, en particulier au moyen d'examens préalables. ▪ Utilisation plus efficiente et efficace des ressources consacrées à l'évaluation environnementale.	Une nouvelle version du Règlement a été préparée pour entrer en vigueur à la fin du printemps 2007.

Pour l'exercice 2006-2007, les services d'évaluation environnementale constituent la principale source de revenu de l'Agence. Ce montant est susceptible de varier selon le niveau d'activité des commissions d'examen admissibles à un recouvrement de coûts. Les recettes prévues de 3 351 000 $ sont fondées sur les autorisations. À mesure que le niveau augmentera, on demandera des autorisations supplémentaires. Le coût total des services d'évaluation environnementale est fondé sur les recettes réelles pour 2006-2007 et celles prévues pour 2007-2008, 2008-2009 et 2009-2010 ajusté en fonction du pourcentage estimé des coûts des services fournis à titre gracieux* et des autres coûts dont le recouvrement n'est pas possible en vertu des autorités actuelles.

Les recettes réelles et prévues liées aux demandes afférentes à l'accès à l'information et à la protection des renseignements personnels (AIPRP) sont fondées sur les frais d'utilisation exigés par demande établis dans la *Loi sur l'accès à l'information*. Le total des coûts est établi en fonction des coûts réels liés à la présentation des renseignements demandés, et ajusté en fonction du pourcentage estimé du coût des services fournis à titre gracieux.

Tableau 6-B : Politique sur les normes de service pour les frais d'utilisation

Des renseignements supplémentaires sur les Normes de service pour les frais d'utilisation se trouvent à http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_f.asp.

---

* Locaux fournis par Travaux publics et Services gouvernementaux Canada. Contributions de l'employeur aux primes du régime d'assurance des employés et dépenses payées par le Secrétariat du Conseil du Trésor. Traitements et dépenses connexes liés aux services juridiques fournis par Justice Canada.

Frais d'utilisation	Type de frais	Pouvoir d'établissement des frais	Date de la dernière mod.	2006-2007 (en milliers de dollars)					Exercices de planification		
				Recettes prévues (en milliers de dollars)	Recettes réelles (en milliers de dollars)	Coût total (en milliers de dollars)	Norme de rendement	Résultats	Exercice	Recettes prévues (en milliers de dollars)	Coût total estimatif (en milliers de dollars)
			Sous Total (R)	3 351,0	6 305,1	9 129,8			Total 2007–2008	3 351,3	5 055,7
			Sous-Total (A)	—	0.1	122,5			Total 2008–2009	3 351,3	5 073,3
			Total	3 351,0	6 305,2	9 252,3			Total 2009–2010	3 351,3	5 090,9

Tableau 6-A : *Loi sur les frais d'utilisation*

Frais d'utilisation	Type de frais	Pouvoir d'établissement des frais	Date de la dernière mod.	2006-2007 (en milliers de dollars)					Exercices de planification		
				Recettes prévues (en milliers de dollars)	Recettes réelles (en milliers de dollars)	Coût total (en milliers de dollars)	Norme de rendement	Résultats	Exercice	Recettes prévues (en milliers de dollars)	Coût total estimatif (en milliers de dollars)
Services d'évaluation environnementale	R	Arrêté sur les prix applicables aux services relatifs aux commissions d'évaluation environnementale	2002	3 351,0	6 305,1	9 129,8	L'Agence a déterminé des insuffisances concernant les normes de rendement, en particulier à l'égard du caractère suffisant de l'*Arrêté sur le recouvrement des coûts*. L'Agence a élaboré et effectue une enquête sur la satisfaction des participants afin d'établir des indicateurs (comme l'équité, l'accessibilité, la rapidité, l'efficience et la valeur de l'investissement) afin de permettre l'évaluation qualitative du rendement.	L'Agence utilisera ces mesures dans son RMR 2007-2008.	2007–2008 2008–2009 2009–2010	3 351,0 3 351,0 3 351,0	4 926,0 4 926,0 4 926,0
Droits exigés pour le traitement des demandes d'accès en vertu de la *Loi sur l'accès à l'information*	A	*Loi sur l'accès à l'information*	1992	—	0,1	122,5	Les normes de service sont précisées à l'article 7 de la *Loi sur l'accès à l'information* : http://lois.justice.gc.ca/fr/A-1/217733.html	Le délai prévu par la loi a été respecté dans 83 % des cas.	2007–2008 2008–2009 2009–2010	0,3 0,3 0,3	129,7 147,3 164,9

Tableau 5 : Sources des recettes disponibles et non disponibles

Recettes disponibles						
			2006–2007			
(en milliers de dollars)	Réelles 2004-2005	Réelles 2005-2006	Budget principal	Recettes prévues	Total des autorisations	Réelles
Évaluation environnementale efficace et efficiente						
Recouvrement des coûts des services d'évaluation environnementale	877,9	4 167,7	3 351,0	3 351,0	8 851,0	6 305,1
Recouvrement des coûts des publications et du matériel de formation et d'information (du gouvernement fédéral)	105,2	85,8	75,0	75,0	90,0	120,6
Recouvrement des coûts des publications et du matériel de formation et d'information (à l'externe)	108,0	153,3	75,0	75,0	60,0	166,7
Total des recettes disponibles	**1 091,1**	**4 406,8**	**3 501,0**	**3 501,0**	**9 001,0**	**6 592,4**

Recettes non disponibles						
			2006–2007			
(en milliers de dollars)	Réelles 2004-2005	Réelles 2005-2006	Budget principal	Recettes prévues	Total des autorisations	Réelles
Évaluation environnementale efficace et efficiente	3,8	18,4	–	–	261,8	261,8
Total des recettes non disponibles	**3,8**	**18,4**	**–**	**–**	**261,8**	**261,8**

Total des recettes	**1 094,9**	**4 425,2**	**3 501,0**	**3 501,0**	**9 262,8**	**6 854,2**

L'Agence est autorisée à recouvrer les coûts des services, des publications ainsi que du matériel de formation et d'information en matière d'évaluation environnementale. Il faut toutefois souligner que l'utilisation de ce pouvoir dépend du niveau d'activité des commissions d'examen admissible au recouvrement des coûts; par conséquent, le niveau de recettes peut fluctuer d'une année à l'autre.

Tableau 3 : Postes votés et législatifs

Poste voté ou législatif	Libellé tronqué pour le poste voté ou législatif	2006-2007 (en milliers de dollars)			
		Budget principal	Dépenses prévues	Total des autorisations	Dépenses réelles
20	Dépenses de programme	15 609,0	16 259,0	17 614,7	16 462,1
(S)	Contributions aux régimes d'avantages sociaux des employés	1 774,0	1 774,0	1 909,9	1 909,9
(S)	Dépenses des produits de la vente de biens excédentaires de l'État	–	–	0,2	–
	Total	**17 383,0**	**18 033,0**	**19 524,8**	**18 372,1**

Ce tableau présente les ressources votées par le Parlement. Il faut souligner que le Parlement approuve les fonds votés tandis que les renseignements obligatoires sont fournis à titre d'information. L'écart entre les niveaux de ressources est expliqué dans les tableaux 1 et 2.

Tableau 4 : Services reçus à titre gracieux

	2006-2007 (en milliers de dollars)
Locaux fournis par Travaux publics et Services gouvernementaux Canada	1 554,3
Contributions de l'employeur aux primes d'assurance des employés et dépenses payées par le Secrétariat du Conseil du Trésor du Canada (hors les fonds renouvelables)	824,4
Traitement et dépenses liés aux services juridiques fournis par Justice Canada	800,8
Total des services reçus à titre gracieux en 2006-2007	**3 179,5**

Ce tableau reflète les services reçus à titre gracieux des autres ministères. En 2006-2007, les dépenses réelles ont été légèrement inférieures aux dépenses prévues dans le *Rapport sur les plans et les priorités* de 2006-2007, principalement en raison des coûts moins élevés que prévu des services juridiques assurés par Justice Canada.

Tableau 1 : Comparaison des dépenses totales prévues et des dépenses réelles (y compris les ETP)

(en milliers de dollars)	2004-2005 Dépenses réelles	2005-2006 Dépenses réelles	2006-2007			
			Budget principal des dépenses	Dépenses prévues	Total des autorisations	Total des dépenses réelles
Évaluation environnementale efficace et efficiente	18 272,6	17 578,5	17 383,0	18 033,0	19 524,8	18 372,1
Moins : Recettes non disponibles	3,8	18,4	-	-	261,8	261,8
Plus : Coût des services reçus à titre gracieux	3 464,4	2 886,7	3 276,0	3 276,0	3 179,5	3 179,5
Total des dépenses de l'Agence	**21 733,2**	**20 446,8**	**20 659,0**	**21 309,0**	**22 442,5**	**21 289,8**
Équivalents temps plein	**135,0**	**135,0**	**149,0**	**149,0**	**148,0**	**148,0**

Ce tableau présente un résumé des niveaux de ressource des trois dernières années, ainsi que l'évolution des ressources en 2006-2007. La fluctuation du total des ressources au fil des années est attribuable aux changements afférents à l'aide financière accordée à différentes initiatives, dont la *Loi canadienne sur l'évaluation environnementale*, le projet d'aménagement d'un gazoduc dans le Nord, les conventions collectives, ainsi que le coût des services reçus à titre gracieux. La différence entre le total des autorisations et les dépenses réelles est surtout causée par une réaffectation autorisée de 500 000 $ au Programme d'aide financière aux participants de 2007-2008 et par les ressources nécessaires pour couvrir les frais des services juridiques de 535 000 $ assurés par Justice Canada.

Tableau 2 : Ressources par activité de programme

Activité de programme	2006-2007				
	Budget (en milliers de dollars)				
	Fonctionnement	Contributions	Total : Dépenses budgétaires brutes	Moins : Recettes disponibles	Total
Évaluation environnementale efficace et efficiente					
Budget principal	18 941,0	1 943,0	20 884,0	-3 501,0	17 383,0
Dépenses prévues	18 941,0	2 593,0	21 534,0	-3 501,0	18 033,0
Total des autorisations	25 879,1	2 646,7	28 525,8	-9 001,0	19 524,8
Dépenses réelles	22 915,1	2 049,4	24 964,5	-6 592,4	18 372,1

SECTION III : TABLEAUX FINANCIERS



Dans cette section :

- Tableau 1 : Comparaison des dépenses totales prévues et des dépenses réelles (y compris les ETP)
- Tableau 2 : Ressources par activité de programme
- Tableau 3 : Postes votés et législatifs
- Tableau 4 : Services reçus à titre gracieux
- Tableau 5 : Sources des recettes disponibles et non disponibles
- Tableau 6-A : *Loi sur les frais d'utilisation*
- Tableau 6-B : Politique sur les normes de service pour les frais d'utilisation
- Tableau 7 : Progrès accomplis au regard du plan de réglementation de l'Agence
- Tableau 8 : Réponse aux comités parlementaires, aux vérifications et aux évaluations
- Tableau 9 : Stratégie de développement durable
- Tableau 10 : États financiers

<table>
<tr><th colspan="4">Programme principal : Amélioration continue</th></tr>
<tr><td></td><td colspan="3">▪ Des projets ont été lancés en vue de modifier les autres règlements principaux. Un document de travail a été mis à la disposition du public sur les modifications proposées qui feraient en sorte d'ajouter la Loi du traité des eaux limitrophes internationales au Règlement sur les dispositions législatives et réglementaires désignées et au Règlement sur la liste d'inclusion. Un examen de l'article 10 du Règlement sur la liste d'étude approfondie a été entrepris en collaboration avec Infrastructure Canada.
▪ Une nouvelle approche relative à la modification du Règlement sur la coordination fédérale a été élaborée en réaction aux commentaires reçus sur les révisions du Règlement proposées au cours de l'année précédente. À la suite de la consultation des ministères et des organismes fédéraux au sujet de l'approche, une version en langage clair du règlement proposé a été rédigée.
▪ Les autorités portuaires, les ministères fédéraux et le Comité consultatif de la réglementation ont été consultés au sujet d'une ébauche finale non officielle d'une nouvelle version du Règlement sur l'évaluation environnementale concernant les administrations portuaires canadiennes. Le nouveau règlement est en cours de rédaction.
▪ Des consultations et des discussions avec les autorités aéroportuaires et Transports Canada sont en cours. On s'attend à ce qu'une nouvelle ébauche du règlement concernant les autorités aéroportuaires soit disponible peu après l'achèvement du nouveau règlement concernant les administrations portuaires.</td></tr>
<tr><td rowspan="2">Ressources financières (en milliers de dollars)</td><td>Dépenses prévues</td><td>Autorisations</td><td>Réelles</td></tr>
<tr><td>4 279</td><td>3 874</td><td>3 764</td></tr>
<tr><td rowspan="2">Ressources humaines (en ETP)</td><td>Prévues</td><td>Réelles</td><td>Différence</td></tr>
<tr><td>37</td><td>34</td><td>3</td></tr>
</table>

Programme principal : Amélioration continue

Description : Activités soutenant l'amélioration des pratiques et (ou) des résultats des évaluations environnementales.

Résultats prévus : L'amélioration des pratiques d'évaluation environnementale et la mise en œuvre de mesures d'atténuation améliorées et de plus en plus efficaces.

Plan	Indicateurs de mesure des interventions
Maintenir un programme d'assurance de la qualité. **Soutient les priorités 1 et 2**	▪ L'Agence a terminé la première ébauche d'un rapport présentant un aperçu de la nature des projets assujettis à un examen préalable en vertu de la Loi, de la nature du processus d'examen préalable, et de la qualité du service offert par le site Internet du Registre canadien de l'évaluation environnementale (RCEE). L'ébauche a ensuite été examinée par le sous-comité du CSEE sur l'assurance de la qualité. ▪ En même temps, on a continué de consigner l'historique des projets dont l'évaluation a été entreprise sous la forme d'études approfondies depuis la proclamation de la Loi modifiée, le 30 octobre 2003. Une des priorités de cette analyse consiste à documenter la durée de réalisation des différentes étapes du processus d'étude approfondie et les raisons des variations entre les projets.
Promouvoir, développer et améliorer les pratiques de l'évaluation environnementale. **Soutient la priorité 2**	▪ À l'automne 2006, l'Agence a apporté son soutien à des projets de recherche dans le cadre du Programme en recherche et développement qui venait d'être révisé. Ces projets tiennent compte de deux secteurs de recherche prioritaires : l'évaluation environnementale stratégique (EES) et la participation significative. Ils se prolongeront jusqu'en 2008. Par conséquent, leurs rapports ne pourront être utilisés avant l'année prochaine. L'Agence souhaite utiliser cette recherche pour ses priorités stratégiques, en particulier pour servir d'assise à l'établissement d'un cadre d'EE plus intégré. ▪ La tenue d'activités liées à l'élaboration d'un recueil des suivis a été reportée jusqu'à ce que des résultats supplémentaires soient disponibles sur les programmes de suivi.
Élaborer et examiner l'assise législative et stratégique de la pratique fédérale de l'évaluation environnementale et mener des activités de consultation et de communication connexes. **Soutient les priorités 1 et 2**	▪ Le 11 juin 2006, les modifications de la Loi en vertu desquelles les sociétés d'État mères devenaient assujetties à la Loi sont entrées en vigueur. C'était un point culminant de trois années d'analyse, de soutien et d'orientation des sociétés d'État par l'Agence afin de les familiariser avec leurs responsabilités au regard de la Loi. Un règlement a également été élaboré et mis en application afin d'offrir un processus modifié relatif au site Internet du RCEE à l'intention des sociétés d'État qui consentent des prêts commerciaux. ▪ Une nouvelle version du *Règlement sur la liste d'exclusion* a été préparée aux fins d'approbation avant son entrée en vigueur prévue pour la fin du printemps 2007. L'Agence a également tenu des consultations relatives à deux modifications proposées au *Règlement sur la liste d'exclusion* afin de tenir compte des activités commerciales de la Société canadienne des postes (SCP).

Programme principal : Orientation et fonctionnement			
Ressources financières (en milliers de dollars)	**Dépenses prévues**	**Autorisations**	**Réelles**
	7 590	8 239	7 406
Ressources humaines (en ETP)	**Prévues**	**Réelles**	**Différence**
	52	56	-4

En offrant de l'orientation sur le processus d'évaluation environnementale, en aidant les ministères du gouvernement fédéral à respecter leurs obligations en vertu de la Loi et en tenant à jour le site Internet du RCEE, l'Agence a renforcé son rôle de centre d'expertise en évaluation environnementale. Grâce à l'élaboration et à l'utilisation d'un processus d'évaluation environnementale plus opportun et efficient (conformément à la *Directive du Cabinet sur la mise en application de la Loi canadienne sur l'évaluation environnementale*), l'Agence a maintenu l'efficacité de son leadership dans le processus d'évaluation environnementale.

Programme principal : Orientation et fonctionnement	
Encourager et améliorer la participation du public dans la réalisation des processus d'étude approfondie et d'examen par une commission. **Soutient la priorité 2**	▪ L'Agence administre le Programme d'aide financière aux participants qui permet aux particuliers et aux organismes sans but lucratif intéressés de prendre part aux EE. ▪ Au cours de l'exercice 2006-2007, l'Agence a reçu 41 demandes d'aide financière pour appuyer la participation du public à des EE afférentes à 10 projets. Elle a accordé une aide financière à 36 demandeurs afin qu'ils puissent participer aux EE de façon efficace (six commissions d'examen et quatre études approfondies).
Proposer des outils et des mécanismes favorisant l'amélioration du processus d'évaluation environnementale. **Soutient les priorités 1, 2 et 3**	▪ En 2006-2007, l'Agence a collaboré avec les intervenants fédéraux et non fédéraux à l'élaboration de nouveaux documents d'orientation actualisés, notamment un guide de procédures sur les études approfondies, des mises à jour du guide de base sur la façon de déterminer si la Loi s'applique, un nouveau guide d'introduction sur les examens préalables types et une série de guides sur la participation du public. Des ébauches des documents ont été distribuées aux fins d'examen et recevront l'approbation finale en vue de leur publication en 2007. Ces documents d'orientation ont été élaborés pour tenir compte des changements apportés aux programmes et des besoins exprimés par les praticiens et les administrateurs de l'EE. ▪ En 2006-2007, un total de 982 participants ont assisté aux 65 séances de formation officielle données par l'Agence. À la question « cette séance de formation de l'Agence répond-elle à vos besoins? », 96 % des participants ont répondu par l'affirmative. De plus, 99 % ont répondu qu'ils « recommanderaient cette séance de formation ».
Fournir, en temps opportun, une information utile et fiable sur les évaluations environnementales afin de faciliter la participation du public au processus d'évaluation environnementale. **Soutient les priorités 1, 2 et 3**	▪ Cette année, plus de 5 000 EE ont été entrées sur le site Internet du Registre canadien d'évaluation environnementale (RCEE), qui a été consulté par 10 000 utilisateurs. ▪ L'Agence a répondu à plus de 500 demandes de renseignements et de rapports d'EE de la part du public. ▪ Plusieurs autres initiatives ont été entreprises cette année afin de favoriser une participation significative du public au processus d'EE et de faciliter l'accès à de l'information fiable en matière d'EE. ▪ L'équipe interministérielle du Registre a été créée afin d'améliorer la collaboration et la participation au sein des autorités responsables. ▪ Plusieurs améliorations ont été apportées au site Web du RCEE, notamment une meilleure présentation de l'information sur les commissions d'examen, les examens préalables type, la participation du public et l'aide financière aux participants. ▪ Les utilisateurs du système ont bénéficié de façon continue d'une formation et de conseils visant à les aider à s'acquitter de leur obligation en vertu de la loi et à diffuser en temps opportun au public une information utile et de grande qualité par le biais du site Web du RCEE.

Programme principal : Orientation et fonctionnement

Description : Le déploiement des activités de l'évaluation environnementale, la prestation de conseils et de directives, ainsi que l'appui à la participation du public.

Résultats prévus : Le maintien et l'amélioration de l'expertise en évaluation environnementale ainsi que de la capacité opérationnelle, le soutien des intervenants et des décideurs dans leur rôle.

Plan	Résultats
Assurer l'intégration des facteurs environnementaux dans le processus décisionnel d'un projet en particulier ou d'une catégorie de projets par l'entremise des processus liés à la commission d'examen, à l'étude approfondie et aux examens préalables types. **Soutient la priorité 2**	▪ Lors de la période de planification, l'Agence a contribué à 13 commissions d'examen actives. Les commissions d'examen pour le projet d'assainissement des étangs bitumineux de Sydney, les projets des sables bitumineux Albian et Kearl, le projet d'Énergie Cacouna et le projet Eastmain-1-A et dérivation Rupert ont présenté leurs rapports au cours de cette période. ▪ L'Agence a désigné cinq modèles de rapport d'examen préalable type et cinq rapports d'examen préalable substitut, et a travaillé à l'élaboration de 20 autres rapports. Ces rapports d'examen préalable type permettront aux autorités responsables d'utiliser les ressources de façon plus efficiente, tout en s'assurant de prendre en compte les facteurs environnementaux pertinents au cours de la planification et de la mise en œuvre du projet. ▪ L'Agence a contribué à l'élaboration d'examens préalables types en appuyant les ministères fédéraux par le biais de conseils relatifs à la procédure de nature technique. Par le biais de son Programme d'aide financière pour les examens préalables types, elle a participé à l'élaboration de trois nouveaux modèles de rapport d'examen préalable type par des ministères fédéraux. ▪ De plus, l'Agence a joué un rôle important dans 37 études approfondies. Au cours de la période visée par le présent rapport, de ces études, trois ont été réalisées, deux ont été arrêtées et 32 autres sont en cours.
Promouvoir l'intégration des facteurs environnementaux le plus tôt possible dans le processus de prise de décision en ayant recours aux évaluations environnementales stratégiques. **Soutient la priorité 2**	▪ L'Agence a examiné plus de 300 documents du Cabinet et a conseillé les ministères et les organismes responsables en conséquence pour la mise en application de la *Directive du Cabinet sur l'évaluation environnementale des projets de politiques, de plans et de programmes et* (ou) la mise en application de la *Loi canadienne sur l'évaluation environnementale*. ▪ Au cours de la période 2006-2007, cinquante-cinq personnes ont participé aux trois séances de formation générale organisées par l'Agence. De plus, des séances sur mesure ont été présentées aux ministères fédéraux, notamment au ministère des Finances Canada, Pêches et Océans Canada, Justice Canada et Parcs Canada. Cent dix fonctionnaires y ont pris part.

Programme principal : Coordination et coopération			
Établir, dans le cadre des ententes sur les revendications territoriales et d'autonomie gouvernementale, des régimes d'évaluation environnementale qui satisfont aux exigences de la Loi ou les dépassent. **Soutient les priorités 2 et 3**	**Revendications territoriales et autonomie gouvernementale :** L'Agence a participé à l'élaboration de régimes d'EE et a fourni des conseils à Affaires indiennes et du Nord Canada dans le cadre de 18 revendications territoriales et ententes d'autonomie gouvernementales. ▪ Québec : Attikamek, Innu du Québec ▪ Terre-Neuve-et-Labrador : Innu du Labrador ▪ Processus des traités de la Colombie-Britannique : participation à 15 tables de négociation; trois ententes de principe conclues : Yale, Yekooche et in-Shuck-ch ***Loi sur la gestion du pétrole et du gaz et des fonds des Premières nations :*** ▪ Élaboration d'un régime d'EE réglementaire pour les projets de gaz et de pétrole sur les terres de réserve ***Loi sur le développement commercial et industriel des premières nations :*** ▪ Offre de conseils et de soutien à AINC à l'égard des exigences relatives au *Règlement sur les sables bitumineux de la Première Nation de Fort McKay*		
Ressources financières (en milliers de dollars)	**Dépenses prévues**	**Autorisations**	**Réelles**
	6 164	7 412	7 202
Ressources humaines (en ETP)	**Prévues**	**Réelles**	**Différence**
	60	58	2

Les activités définies dans le tableau ci-dessus viennent en aide aux intervenants et aux décideurs en leur offrant des conseils éclairés, de l'orientation et du soutien pour l'évaluation environnementale des projets et des politiques. L'établissement d'ententes bilatérales renforce les relations entre les instances dans le cadre de processus coordonnés d'évaluation. Fournir de l'orientation sur les dispositions liées à l'évaluation environnementale dans les ententes sur l'autonomie gouvernementale et les revendications territoriales favorise l'engagement des intervenants autochtones et apporte un soutien aux négociateurs fédéraux.

Programme principal : Coordination et coopération

Description : Parvenir à réaliser en temps opportun des évaluations environnementales efficaces et rationnelles grâce à une coordination et une coopération solides au sein du gouvernement fédéral, avec les provinces et les territoires, et dans le cadre des ententes sur les revendications territoriales.

Résultats prévus : Des processus d'évaluation environnementale bien coordonnés à l'échelle de l'administration fédérale et avec les autres instances.

Plan	Résultat
Réduire les coûts et les retards dans le processus fédéral d'évaluation environnementale des projets en évitant le chevauchement, en augmentant la certitude et en réglant les problèmes. **Soutient les priorités 1 et 2**	▪ L'Agence a agi en qualité de coordonnateur fédéral de l'évaluation environnementale (CFEE) dans le cadre de 139 examens préalables avec plusieurs instances et de 37 études approfondies. La présence d'un CFEE pour chacune des EE réalisées facilite la collaboration entre les ministères, les organismes et les autres instances dans le but d'améliorer la coordination et l'harmonisation des processus d'EE. ▪ L'Agence préside le Comité des projets d'évaluation environnementale, qui élabore et met en application *l'Approche provisoire pour la détermination de la portée d'un projet dans le cas des grands projets de développement liés à un déclencheur réglementaire aux termes de la Loi canadienne sur l'évaluation environnementale*. Cette approche provisoire vise à favoriser l'uniformité et la rapidité du processus décisionnel lié au type de détermination de la portée, qui, historiquement, s'est révélé long et difficile.
Maximiser la prévisibilité, accroître l'efficience et réduire au minimum les conflits, tout en renforçant l'efficacité et la responsabilisation, et ce, en établissant un cadre stratégique de collaboration entre les instances pour la réalisation de l'évaluation environnementale. **Soutient la priorité 1**	▪ Des ententes bilatérales relatives au cadre stratégique sont en place et sont mises en application au sein de sept provinces et territoires. Une entente avec le Manitoba a été renouvelée en mars 2007.

ANALYSE PAR ACTIVITÉ DE PROGRAMME

L'Agence prévoit un résultat stratégique : « L'évaluation environnementale fait partie intégrante du processus décisionnel lié aux programmes et aux politiques ». Ce résultat stratégique est atteint par une activité de programme : évaluation environnementale efficace et efficiente.

Ressources financières (en milliers de dollars)

Dépenses prévues	Autorisations	Dépenses réelles
18 033	19 525	18 372

Ressources humaines (ETP)

Prévues	Réelles	Différence
149	148	1

L'Agence joue un rôle important en faisant preuve de leadership et en fournissant orientation, formation et recommandations aux ministères et organismes fédéraux. Elle contribue ainsi à ce que les décisions relatives aux évaluations environnementales soient conformes à la Loi, qu'elles reflètent les pratiques d'évaluation environnementale efficace et efficiente et qu'elles tiennent compte des valeurs du public. Promouvoir des évaluations environnementales de haute qualité contribue à des décisions plus éclairées qui protègent l'environnement et encouragent le développement durable. L'Agence favorise également une approche uniforme des évaluations environnementales partout au Canada et avec ses partenaires internationaux. Elle travaille avec ses partenaires provinciaux, territoriaux et locaux afin d'élaborer des approches coopératives chaque fois que c'est possible. Elle encourage également l'établissement de liens avec les collectivités autochtones.

La présente section fournit des détails sur l'activité de programme de l'Agence et ses trois programmes principaux : coordination et coopération, orientation et fonctionnement, et amélioration continue.

SECTION II : ANALYSE DES ACTIVITÉS DE PROGRAMME PAR RÉSULTAT STRATÉGIQUE



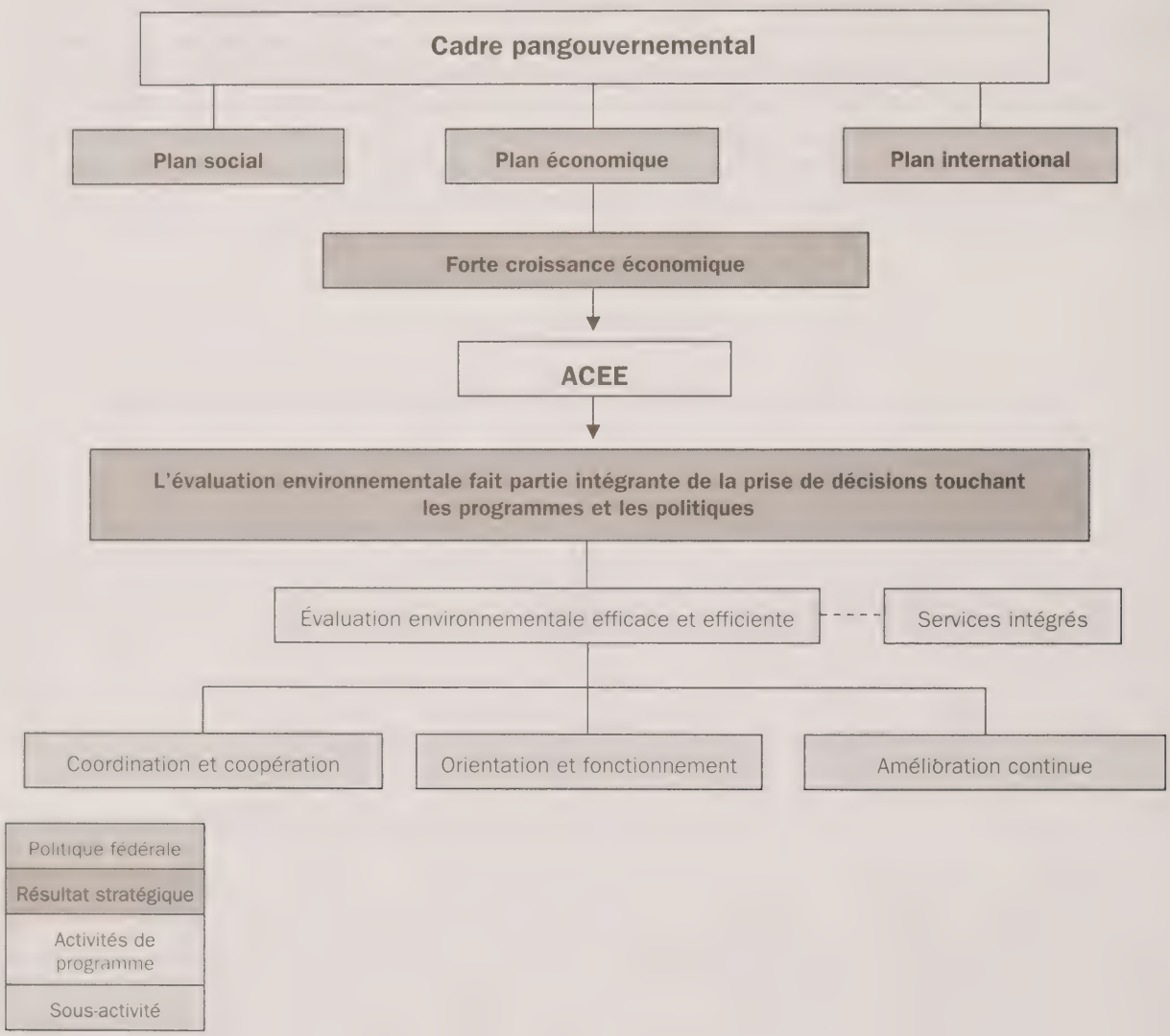
Dans cette section :

- Analyse par activité de programme
- Programme principal : Coordination et coopération
- Programme principal : Orientation et fonctionnement
- Programme principal : Amélioration continue

L'objectif principal du gouvernement du Canada est d'améliorer le bien-être de ses citoyens, et une économie durable est essentielle à l'atteinte de ce résultat. Le succès à cet égard repose sur la conciliation des considérations environnementales et de la croissance économique. L'Agence a joué un rôle essentiel en faisant bénéficier les Canadiennes et les Canadiens d'EE de grande qualité qui ont contribué à la prise de décisions éclairées en appui au rôle du gouvernement du Canada de promouvoir et de favoriser une croissance économique durable.

LIEN AVEC LES SECTEURS DE RÉSULTATS DU GOUVERNEMENT DU CANADA

Le cadre pangouvernemental constitue un « modèle logique » structuré permettant à l'Agence canadienne d'évaluation environnementale d'établir des liens entre sa contribution et l'ensemble des « résultats stratégiques » importants du gouvernement du Canada. Ces résultats, qui visent à promouvoir l'établissement d'avantages durables pour les Canadiennes et les Canadiens, sont regroupés sous trois grands domaines stratégiques.



Industrie/promoteurs

Un des aspects essentiels du mandat de l'Agence est d'offrir à tous les promoteurs, y compris au gouvernement fédéral, l'accès aux outils et aux documents d'orientation dont ils ont besoin pour fournir une information exhaustive sur leurs projets et les effets environnementaux négatifs possibles afin de favoriser l'administration opportune et prévisible de la Loi. Des 726 participants qui ont suivi la formation de base offerte par l'Agence, 147 étaient des consultants de l'EE ou des représentants de l'industrie et 395 venaient de ministères fédéraux.

Organismes publics et non gouvernementaux

L'Agence a encouragé la participation du public et a travaillé avec des intervenants afin de concilier les intérêts divergents tout en maintenant des relations productives et en favorisant des évaluations environnementales de grande qualité qui répondent aux attentes des Canadiens. L'Agence a fourni une aide financière à des particuliers et à des organismes sans but lucratif, y compris les peuples et les groupes autochtones, ce qui leur a permis de prendre part au processus de consultation publique en relation avec les commissions d'examen et les études approfondies. L'Agence a également travaillé avec des groupes multilatéraux, notamment des organisations non gouvernementales afin de mieux orienter la participation significative du public au processus fédéral d'évaluation environnementale.

INTERVENANTS ET PARTENAIRES

L'Agence collabore avec une multitude d'intervenants et établit des partenariats pour promouvoir de saines pratiques d'évaluation environnementale au Canada et à l'étranger. À cette fin, elle maintient et soutient plusieurs mécanismes pour que les intervenants et les partenaires soient consultés et offrent des conseils, notamment le Comité consultatif multilatéral de la réglementation du ministre, le Comité supérieur de l'évaluation environnementale et le Comité fédéral-provincial-territorial des administrateurs de l'évaluation environnementale. De même, l'Agence élabore des mécanismes de consultation en vue de faire participer les peuples autochtones.

Un des aspects essentiels du mandat de l'Agence est d'offrir à tous les promoteurs un processus opportun et prévisible ainsi qu'un accès aux outils et à l'information dont ils ont besoin pour respecter la Loi. Conformément à l'orientation générale de la *Directive du Cabinet sur la mise en application de la Loi canadienne sur l'évaluation environnementale*, l'Agence, avec l'aide des ministères et des organismes fédéraux, veillera à ce que les promoteurs disposent d'une orientation adéquate sur la préparation des descriptions de projets, lesquelles doivent contenir suffisamment de renseignements pour permettre de déterminer si une évaluation environnementale fédérale est nécessaire et, le cas échéant, d'en amorcer efficacement la réalisation.

L'Agence a notamment pour partenaires et intervenants les entités suivantes :

Ministères et organismes fédéraux, et sociétés d'État

L'Agence a aidé les ministères et les organismes fédéraux ainsi que les sociétés d'État à remplir leurs obligations en vertu de la Loi et des règlements qui s'y rapportent, de la *Directive du Cabinet sur la mise en application de la Loi canadienne sur l'évaluation environnementale* et de la *Directive du Cabinet sur l'évaluation environnementale des projets de politiques, de plans et de programmes.* En particulier, un effort de trois années d'analyse, de soutien et d'orientation a atteint un point culminant le 11 juin 2006, lorsque les sociétés d'État mères ont été assujetties à la Loi. Grâce à ses politiques opérationnelles et à ses activités d'orientation et de formation, l'Agence a amélioré le processus fédéral d'évaluation environnementale. De plus, elle a collaboré étroitement avec les ministères et les organismes fédéraux à l'élaboration d'études approfondies et au soutien administratif et technique des commissions d'examen.

Gouvernements provinciaux et territoriaux

Constitutionnellement, la gestion de l'environnement est un domaine de compétence que se partagent différents paliers de gouvernement. L'Agence a coopéré avec les gouvernements provinciaux, territoriaux et autochtones afin de réduire au minimum les chevauchements et les délais en assurant une meilleure collaboration aux EE de grands projets. Elle a également négocié des accords de coopération fédéral-provinciaux et a travaillé avec les gouvernements provinciaux et territoriaux sur une grande variété de questions relatives à l'EE.

Communauté internationale

En tant que partie à la *Convention sur l'évaluation de l'impact sur l'environnement dans un contexte transfrontalier* (Convention d'Espoo) de la Commission économique des Nations-Unies pour l'Europe (CEE-ONU), le Canada est tenu de s'acquitter des obligations qu'il a contractées en vertu de la Convention d'Espoo. À cette fin, l'Agence, qui représentait le Canada à la CEE-ONU dans le cadre de la Convention d'Espoo, a accordé un soutien financier pour la réalisation d'activités aux termes de la Convention. L'Agence a également collaboré et participé à des conférences sur l'évaluation environnementale et l'évaluation environnementale stratégique, notamment l'International Association of Impact Assessment (IAIA) à Séoul, en Corée du Sud, et le Secrétariat international francophone pour l'évaluation environnementale (SIFEE) à Genève, en Suisse.

De plus, l'Agence a poursuivi ses discussions non officielles en vue de négocier une entente sur l'impact environnemental transfrontalier avec le Mexique et les États-Unis.

projets évalués soient complexes et mettent en cause des intérêts divergents. Intégrer ces intérêts tout en maintenant des relations productives et en offrant des évaluations de grande qualité qui répondent aux attentes des Canadiennes et des Canadiens, d'une manière opportune et prévisible, constitue un défi permanent.

Peuples autochtones

Des dispositions en matière d'évaluation environnementale sont négociées dans le cadre d'ententes détaillées sur les revendications territoriales et l'autonomie gouvernementale, y compris des accords sectoriels. L'Agence poursuit sa collaboration avec les groupes autochtones et Affaires indiennes et du Nord Canada afin de s'assurer que les régimes d'évaluation environnementale élaborés dans le cadre de ces ententes et de ces accords respectent les principales exigences en matière d'évaluation environnementale et tiennent compte des intérêts particuliers des Autochtones. L'Agence continue également de participer à des groupes de travail interministériels de haut niveau en faveur d'un plan d'action visant à aider les ministères et les organismes à remplir leur obligation juridique de consulter les peuples autochtones et, le cas échéant, à prendre leurs intérêts en considération.

L'Agence est consciente qu'elle est bien placée pour aider à établir des liens entre l'évaluation environnementale et les processus de consultation des Autochtones par la Couronne en vue d'améliorer l'efficacité et l'efficience générales et de contribuer à des prises de décisions plus éclairées à l'échelon fédéral.

Élaboration de politiques fédérales améliorée

L'Agence est un ardent défenseur de l'utilisation de l'évaluation environnementale stratégique (EES) comme instrument pour favoriser une meilleure prise de décision. Depuis la mise en œuvre de la *Directive du Cabinet sur l'évaluation environnementale des projets de politiques, de plans et de programmes*, les ministères fédéraux reconnaissent de plus en plus le rôle de cet outil précieux dans la promotion du développement durable.

Au cours de la dernière année, l'Agence a continué d'appuyer le travail d'un sous-comité multilatéral du Comité consultatif de la réglementation (CCR) du ministre, établi en mars 2006, en vue de faire des recommandations sur la façon d'améliorer l'EES. Le Comité travaille à définir le contexte plus large de l'EES, à analyser les liens entre l'EES et l'évaluation environnementale de projet, et à examiner le rôle du public et des groupes autochtones dans l'EES.

Sur le plan des grandes orientations stratégiques, l'Agence a participé à la conceptualisation de l'évaluation environnementale régionale (stratégique) au Canada. L'évaluation régionale facilite l'établissement de liens entre l'évaluation de grandes initiatives de politiques et de programmes, qui se situe souvent à un niveau conceptuel, et l'évaluation de projets individuels à l'échelle locale, qui est plus détaillée et plus technique dans son approche. Un certain nombre d'initiatives importantes du même type que l'évaluation régionale font leur apparition au Canada, y compris des études ou des évaluations environnementales régionales liées à des exercices importants de planification et de gestion des ressources, à l'énergie renouvelable extracôtière et à la gestion intégrée de l'environnement marin. Ces initiatives contribueront nettement à nourrir la réflexion sur l'évaluation environnementale à l'échelle locale et l'évolution des politiques en matière d'EES. L'Agence participe à un grand nombre de ces discussions sur l'évaluation régionale et s'efforce de faciliter la collaboration et l'établissement d'outils et de principes communs. Elle continuera de participer ou de diriger ces initiatives et de surveiller leur évolution.

Contexte opérationnel et défis de l'Agence

Protéger l'environnement tout en renforçant l'économie et en améliorant la qualité de vie des Canadiennes et des Canadiens représente un défi quotidien. L'évaluation environnementale permet de relever ce défi en garantissant que les effets environnementaux sont pris en considération avant que les décisions soient prises relativement à la mise en œuvre des projets.

En vertu de la *Loi canadienne sur l'évaluation environnementale* (la Loi), les ministères et les organismes fédéraux sont tenus de réaliser une évaluation environnementale avant : d'entreprendre un projet; de fournir une aide financière en vue de permettre la réalisation d'un projet; de vendre, de céder à bail ou de transférer autrement le contrôle ou l'administration d'un terrain afin de permettre la réalisation d'un projet; ou de délivrer certains permis ou autorisations pour permettre à un projet d'aller de l'avant. Historiquement, on entreprend chaque année entre 6 000 et 7 000 évaluations environnementales en vertu de la Loi. En juin 2006, les sociétés d'État qui consentent des prêts commerciaux sont devenues assujetties à la Loi, se traduisant par 1 950 examens préalables supplémentaires au cours de la période visée par le présent rapport. Depuis 1995, année d'entrée en vigueur de la Loi, plus de 70 000 projets ont fait l'objet d'une évaluation environnementale.

Les projets assujettis à l'évaluation environnementale ou les politiques assujetties à l'évaluation environnementale stratégique soulèvent souvent des questions importantes touchant le développement socio-économique, la protection de l'environnement, les intérêts des Autochtones et les relations fédérale-provinciale/territoriale. L'évaluation environnementale doit donc s'adapter continuellement aux nouvelles tendances, aux nouvelles méthodes et idées scientifiques, et à l'évolution des attentes du public.

Voici un aperçu des questions et des défis auxquels l'Agence est confrontée dans l'exécution de ses programmes principaux.

Responsabilité partagée de la gestion de l'environnement

Selon la Constitution du Canada, la gestion de l'environnement est une responsabilité que se partagent plusieurs ordres de gouvernement. Pour minimiser les chevauchements et les retards, l'Agence travaille de concert avec les provinces et les territoires pour intensifier la coopération en évaluation environnementale ainsi que promouvoir une application uniforme et prévisible de l'évaluation environnementale dans tout le Canada. Cette responsabilité partagée de la gestion de l'environnement est rendue possible par la mise en œuvre ou le renouvellement d'ententes bilatérales et par la collaboration avec les autres instances dans des initiatives visant à améliorer la prestation coordonnée de l'évaluation environnementale. Cette collaboration vise à assurer qu'une seule évaluation environnementale de projet réponde aux exigences du gouvernement fédéral et d'un gouvernement provincial ou territorial.

Intégration des intérêts divergents

Les projets assujettis à une évaluation environnementale soulèvent régulièrement un grand nombre de questions délicates liées au développement, à la protection de l'environnement, aux intérêts des Autochtones et aux relations fédérale-provinciale/territoriale. Il est fréquent que les

sur le site Intranet de l'Agence ainsi que d'un soutien de la part des conseillers en ressources humaines et du champion et du co-champion des langues officielles.

L'Agence continue d'investir dans ses capacités et de les renforcer afin de s'acquitter de ses priorités, et de créer et conserver une main d'œuvre qualifiée. Les efforts déployés en 2006-2007 constituent un fondement solide qui permettent à l'Agence de s'acquitter de ses responsabilités actuelles et nouvelles et d'aller de l'avant.

possibilités de formation et de perfectionnement de même qu'à recruter et intégrer au sein de l'Agence de nouveaux membres du personnel qui possèdent les compétences recherchées.

Avec la mise en œuvre de la *Loi sur la modernisation de la fonction publique* (LMFP), un renouvellement profond de la gestion des ressources humaines du gouvernement du Canada, l'Agence a élaboré de nouvelles politiques internes. La mise en œuvre de ces politiques a permis à l'Agence de prendre des décisions efficaces et efficientes en matière de dotation et de tirer parti de la souplesse du nouveau régime.

L'Agence a investi dans la création d'un effectif durable en améliorant les compétences et les connaissances, ce qui renforce les capacités du personnel actuel et appuie la conservation et le recrutement des nouveaux membres du personnel. Malgré sa taille relativement petite, l'Agence a donné deux séances d'orientation en 2006-2007 visant l'intégration des nouveaux membres du personnel de l'organisme. La nouvelle *Politique en matière d'apprentissage, de formation et de perfectionnement* du Conseil du Trésor a également été mise en œuvre avec succès pour appuyer le personnel et les gestionnaires ainsi que l'Agence dans son ensemble. L'Agence reconnaît que l'apprentissage et le développement professionnel sont des mesures incitatives précieuses et que l'engagement et la productivité augmentent lorsque les objectifs du personnel et de l'Agence sont en harmonie. L'Agence s'efforce d'atteindre cette harmonie en mettant en application des éléments du plan de ressources humaines, notamment un programme de gestion du rendement efficace, des plans d'apprentissage individuels, un mentorat, la planification de la relève et le transfert des connaissances. En raison de ses efforts pour conserver un effectif qualifié, le taux de roulement du personnel de l'Agence a diminué de 2,4 pour cent en comparaison avec la période visée par le rapport de l'année précédente.

L'Agence a recruté trois cadres dans son équipe de leadership au cours de l'exercice 2006-2007. Les candidats ont été évalués en fonction des Compétences en leadership établies par l'Agence de la fonction publique du Canada. Grâce à ces efforts de recrutement, l'Agence a augmenté la représentation des femmes au sein du groupe de la direction, répondant ainsi à un écart d'équité en matière d'emploi recensé dans son Plan des ressources humaines.

Dans le cadre du Programme de recrutement et de perfectionnement en évaluation environnementale, mis sur pied durant la période visée par le présent rapport, un bassin de 30 candidats a été créé dont 11 ont été nommés à des postes. Cette initiative a contribué à la création d'une capacité globale au sein des ministères fédéraux responsables de l'évaluation environnementale.

La culture de bilinguisme de l'Agence est bien établie et jouit d'une excellente réputation pour ce qui est d'appuyer les personnes qui doivent satisfaire aux exigences linguistiques de leur poste. L'Agence dispose d'un des programmes de soutien en langue seconde les plus complets au sein d'un petit organisme. Les objectifs particuliers de l'Agence sont : promouvoir et appuyer activement les langues officielles, fournir une formation linguistique interne au personnel, et accorder une attention particulière à l'intégration de la formation linguistique aux plans d'apprentissage individuels. Un projet pilote a permis à de nombreux membres du personnel d'avoir accès à un professeur de langues à temps plein pendant une période de trois mois, leur donnant la chance de satisfaire aux exigences de leur poste ou d'améliorer leur compétence linguistique tout en s'acquittant de leurs tâches. De plus, un cadre en matière de langues officielles a été élaboré et approuvé en vue de définir et de promouvoir l'appui aux langues officielles du personnel dans deux catégories : les exigences légales et le maintien et l'amélioration des aptitudes en langue seconde. Le personnel dispose de beaucoup d'options

politique interne établissant les conditions à remplir pour que l'Agence assume ce rôle de coordination.

L'Agence a formé et préside un comité interministériel qui a mis sur pied le Programme de recrutement et de perfectionnement en évaluation environnementale. L'objectif est de répondre au manque de praticiens de l'évaluation environnementale en recrutant et en formant des diplômés de niveau postsecondaire. L'Agence reconnaît le besoin de connaissances et de compétences spécialisées ainsi que les exigences en matière de personnel formé et chevronné pour exercer son propre rôle de chef de file en assurant des évaluations environnementales de grande qualité.

En appui de la *Directive du Cabinet sur la mise en application de la Loi canadienne sur l'évaluation environnementale*, le Comité des projets d'évaluation environnementale a présenté l'*Approche provisoire pour la détermination de la portée d'un projet dans le cas des grands projets de développement liés à un déclencheur réglementaire aux termes de la Loi canadienne sur l'évaluation environnementale* en décembre 2006. L'approche provisoire fournit une orientation pour une catégorie particulière de projets. Elle vise à encourager l'uniformité et l'opportunité dans la prise de décision relative à la portée des projets qui ont historiquement entraîné des difficultés et des retards. L'approche provisoire comprend une procédure structurée permettant de déterminer quels sont les éléments de la proposition de développement à inclure dans la portée du projet, d'obtenir les renseignements nécessaires à l'appui des décisions fédérales en matière d'évaluation environnementale et d'assurer la mise en œuvre des mesures d'atténuation et des programmes de suivi.

Le 13 décembre 2006, en vue d'assurer une bonne compréhension et mise en œuvre de l'approche provisoire, l'Agence a tenu un atelier national pour les représentants des ministères fédéraux clés qui réalisent des évaluations environnementales. L'Agence a ensuite tenu des ateliers semblables dans tout le Canada pour s'assurer que l'approche provisoire était tout aussi bien comprise par le personnel des ministères clé dans les régions.

Dans le but d'assumer un rôle de chef de file plus actif dans l'évaluation environnementale fédérale, l'Agence a entrepris un projet pilote lors de l'étude approfondie de la mine Galore Creek, en Colombie-Britannique (projet pilote Galore). Dans le cadre de ce projet pilote, l'Agence a assumé un rôle de chef de file plus prépondérant, par exemple en élaborant des documents explicatifs du processus et en facilitant la participation du public et des Premières nations à l'évaluation environnementale. Le 23 janvier 2007, on a achevé le rapport d'étude approfondie du projet pilote Galore. Au nom du gouvernement du Canada, l'Agence négocie actuellement avec le promoteur un programme de suivi afin de vérifier l'exactitude de l'évaluation environnementale et de déterminer l'efficacité des mesures d'atténuation. L'Agence prévoit qu'à l'avenir, son rôle dans le cadre des grands projets de développement des ressources naturelles se situera à ce niveau de participation.

Priorité N° 3 : Mettre en valeur les capacités pour assumer les responsabilités actuelles et nouvelles

Pour poursuivre ses progrès relativement aux deux premières priorités tout en s'acquittant de ses responsabilités actuelles en matière de coordination, d'orientation et d'appui à l'égard de l'évaluation environnementale, l'Agence a travaillé activement au perfectionnement des ses capacités internes et à la gestion de ses talents. Conformément à son plan de ressources humaines, ces activités consistent à appuyer le personnel actuel et à offrir de meilleures

Priorité N° 1 : Établir un cadre pour une évaluation environnemental plus intégrée

Depuis son lancement au début des années 1970, le processus fédéral d'évaluation environnementale a évolué en fonction des changements constants des politiques, des lois, et de la population qui s'attend à ce que le gouvernement du Canada tienne compte de l'environnement dans sa prise de décisions. Assurer l'intégration de l'évaluation environnementale fédérale aux autres exigences réglementaires fédérales ainsi qu'aux examens provinciaux des projets proposés constitue un défi permanent. L'intégration réussie permettra de réduire les retards coûteux pour les promoteurs et d'améliorer la qualité et l'efficacité des évaluations environnementales.

Au cours de l'année dernière, l'Agence a travaillé sur des mesures visant à améliorer l'intégration dans le contexte du cadre législatif actuel. Par exemple, des retards se présentent parfois lorsque plusieurs ministères responsables d'un même projet se demandent quels sont les éléments à évaluer. Pour faciliter ces décisions relatives à la portée, l'Agence a élaboré l'*Approche provisoire pour la détermination de la portée d'un projet dans le cas des grands projets de développement liés à un déclencheur réglementaire aux termes de la Loi canadienne sur l'évaluation environnementale*. L'Agence a également travaillé avec Ressources naturelles Canada et avec les autres autorités fédérales à la création du Bureau de gestion des grands projets et d'autres mesures visant l'amélioration du système de réglementation environnementale global des grands projets de ressources naturelles (p. ex. les grandes mines métallifères).

Les provinces et les territoires sont d'importants partenaires de l'évaluation environnementale. Les ententes bilatérales et les mesures afférentes à chaque projet permettent d'éviter le dédoublement en permettant à une seule évaluation environnementale de répondre aux exigences juridiques des deux instances. Pour mettre à profit ces ententes, l'Agence, en collaboration avec ses homologues au Manitoba et en Colombie-Britannique, dirige une initiative du Conseil canadien des ministres de l'environnement visant à cerner des options d'amélioration de l'opportunité et de la prévisibilité de l'exécution des évaluations environnementales.

À plus long terme, cette priorité pourrait mener à de nouvelles mesures législatives ou à la modification de la législation actuelle. Pour ce faire, l'Agence a entamé des pourparlers avec le Comité consultatif de la réglementation multilatéral du ministre de l'Environnement sur des questions telles que la pertinence de la méthode actuelle d'autoévaluation. Les résultats de ces entretiens et le maintien du Programme d'assurance de la qualité assureront que l'Agence sera en mesure d'appuyer l'examen de la Loi par un comité parlementaire en 2010.

Priorité N° 2 : Assumer un rôle de chef de file plus actif dans l'évaluation environnementale fédérale

Au début de 2006, l'Agence a concentré ses efforts sur des activités qui ont la plus grande incidence sur l'évaluation environnementale efficace et efficiente. Elle y est parvenue à l'aide d'un plan d'action fondé sur les trois priorités susmentionnées. Par le biais du plan d'action, la majorité des efforts de l'Agence étaient axés sur la coordination de l'évaluation environnementale de projets en fonction des priorités, selon l'importance des répercussions environnementales potentielles et le degré de préoccupation du public.

Un objectif visé par les efforts de l'Agence est le besoin d'une coordination des ministères fédéraux dans le cadre des consultations auprès des Autochtones. L'Agence a élaboré une

Ressources financières (en milliers de dollars)

Dépenses prévues	Total des autorisations	Dépenses réelles
18 033	19 525	18 372

Ressources humaines (ETP)

Prévues	Total des autorisations	Réelles
149	148	148

Sommaire du rendement

Résultat stratégique

L'évaluation environnementale fait partie intégrante du processus décisionnel lié aux programmes et aux politiques.

Activité de programme

Évaluation environnementale efficace et efficiente

Résultats prévus

Évaluation environnementale :

a) processus bien coordonnés à l'échelle de l'administration fédérale et avec les autres instances;

b) préservation et amélioration de l'expertise et de la capacité opérationnelle et appui du rôle des intervenants et des décisionnaires;

c) amélioration des pratiques, et mise en œuvre de mesures d'atténuation de plus en plus efficaces.

Priorité	Type	Sommaire du rendement	Dépenses prévues (en milliers de dollars)	Dépenses réelles (en milliers de dollars)
N° 1 *Établir un cadre pour une évaluation environnemental plus intégrée.*	Nouvelle	Continue	4 508	4 593
N° 2 *Assumer un rôle de chef de file plus actif dans l'évaluation environnementale fédérale.*	Nouvelle	Atteint	9 017	9 186
N° 3 *Mettre en valeur les capacités pour assumer les responsabilités actuelles et nouvelles.*	Continue	Partiellement atteint	4 508	4 593
		Total	**18 033**	**18 372**

À noter : 2006-2007 est une année de transition vers la mise en œuvre de la *Directive du Cabinet sur la mise en application de la Loi canadienne sur l'évaluation environnementale* de novembre 2005.

RENSEIGNEMENTS SOMMAIRES

Raison d'être

L'Agence canadienne d'évaluation environnementale (l'Agence) fait preuve de leadership et sert de centre d'expertise du processus fédéral d'évaluation environnementale. Le mandat de l'Agence consiste à fournir aux Canadiennes et aux Canadiens des évaluations environnementales de grande qualité qui contribuent à des prises de décisions éclairées favorisant le développement durable.

Un résultat stratégique caractérise le travail de l'Agence : « L'évaluation environnementale fait partie intégrante du processus décisionnel lié aux programmes et aux politiques. » L'activité de programme de l'Agence est une « évaluation environnementale efficace et efficiente ». Ce travail est effectué dans le cadre de trois programmes principaux : coordination et coopération, orientation et fonctionnement, et amélioration continue.

Dirigée par le président, qui relève directement du ministre de l'Environnement, l'Agence s'acquitte de son mandat dans le cadre des instruments suivants :

- la *Loi canadienne sur l'évaluation environnementale* (la Loi) et ses règlements connexes;
- l'*Accord pancanadien sur l'harmonisation environnementale* et les ententes bilatérales avec les gouvernements provinciaux qui établissent des accords pour les évaluations environnementales réalisées en collaboration;
- les ententes internationales contenant des dispositions sur les évaluations environnementales signées par le Canada, la principale étant la *Convention de la Commission économique sur l'évaluation de l'impact sur l'environnement dans un contexte transfrontière des Nations-Unies pour l'Europe*.

L'Agence aide également le ministre de l'Environnement à mettre en œuvre la *Directive du Cabinet sur l'évaluation environnementale des projets de politiques, de plans et de programmes* en donnant des conseils aux autorités fédérales sur les questions et les exigences relatives à l'évaluation environnementale des politiques, des plans et des programmes proposés. De plus, la *Directive du Cabinet sur la mise en application de la Loi canadienne sur l'évaluation environnementale* renforce le rôle clé de facilitation joué par l'Agence dans l'administration de la Loi et dans la promotion de l'application du processus fédéral d'évaluation environnementale qui appuie la préparation opportune, prévisible et efficace d'évaluations environnementales de grande qualité.

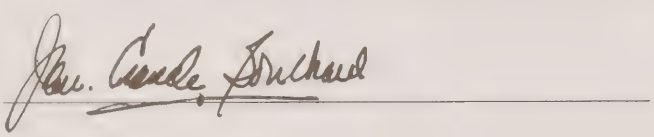
Le président de l'Agence a été désigné par décret administrateur fédéral des régimes de protection environnementale et sociale établis dans les chapitres 22 et 23 de la *Convention de la Baie James et du Nord québécois* de 1975.

DÉCLARATION DE LA DIRECTION

Je vous présente, en vue de son dépôt au Parlement, le Rapport ministériel sur le rendement 2006-2007 de l'Agence canadienne d'évaluation environnementale.

Le présent document a été préparé conformément aux principes de présentation énoncés dans le *Guide pour la préparation de la Partie III du budget des dépenses 2006-2007 : Rapports sur les plans et priorités et Rapports ministériels sur le rendement* :

- Il est conforme aux exigences particulières de reddition de comptes décrites dans les lignes directrices du Secrétariat du Conseil du Trésor;
- Il est fondé sur les résultats stratégiques du Ministère et sur l'Architecture des activités de programme approuvées par le Conseil du Trésor;
- Il présente des renseignements uniformes, complets, équilibrés et fiables;
- Il offre un modèle de responsabilisation pour les résultats obtenus avec les ressources et les autorités allouées;
- Il fait état de la situation financière d'après les sommes qui ont été allouées en fonction des dépenses prévues approuvées et des Comptes publics du Canada.



Jean-Claude Bouchard

Président

MESSAGE DU MINISTRE

J'ai le plaisir de présenter le Rapport ministériel sur le rendement de l'Agence canadienne d'évaluation environnementale pour l'exercice se terminant le 31 mars 2007. Ce rapport fait état des principales réalisations de l'Agence au cours de l'exercice 2006-2007.

Le mandat global de l'Agence consiste à appuyer des évaluations environnementales de grande qualité qui contribuent à des prises de décisions éclairées. Au cours de la période visée par le présent rapport, les priorités de l'Agence étaient : établir un cadre pour une évaluation environnemental plus intégrée, assumer un rôle de chef de file plus actif dans l'évaluation environnementale fédérale et mettre en valeur les capacités pour assumer les responsabilités actuelles et nouvelles.

L'Agence gère ses activités dans un environnement de plus en plus complexe. L'évaluation environnementale doit continuellement s'adapter aux nouvelles tendances, aux nouvelles méthodes et idées scientifiques et à l'évolution des attentes de la population. Au cours de 2006-2007, l'Agence a concentré ses efforts sur des activités qui contribuent à améliorer l'efficacité et l'efficience des évaluations environnementales de même que la coordination des activités au sein du gouvernement fédéral et avec d'autres instances.

Le processus fédéral d'évaluation environnementale occupe un rôle important en matière de protection de notre environnement, et contribue au maintien d'une économie canadienne forte et florissante. L'Agence canadienne d'évaluation environnementale continuera d'offrir le leadership nécessaire pour améliorer ce processus et appuyer une prise de décision éclairée.

Je me réjouis donc grandement de présenter le Rapport ministériel sur le rendement 2006-2007 de l'Agence.



John Baird, C.P., député

Ministre de l'Environnement et ministre responsable de l'Agence canadienne d'évaluation environnementale

SECTION I : SURVOL

Dans cette section :

- Message du ministre
- Déclaration de la direction
- Renseignements sommaires
- Contexte opérationnel et défis de l'Agence
- Intervenants et partenaires
- Lien avec les secteurs de résultats du gouvernement du Canada

SECTION IV : AUTRES SUJETS D'INTÉRÊT **57**

Structure de l'Agence 58

Sommaires statistiques des évaluations environnementales 59

Examens préalables 59

Études approfondies 60

Commissions d'examen 60

Pour de plus amples renseignements 63

LISTE DES TABLEAUX

Tableau 1 : Comparaison des dépenses totales prévues et des dépenses réelles (y compris les ETP) 30

Tableau 2 : Ressources par activité de programme 30

Tableau 3 : Postes votés et législatifs 31

Tableau 4 : Services reçus à titre gracieux 31

Tableau 5 : Sources des recettes disponibles et non disponibles 32

Tableau 6-A : *Loi sur les frais d'utilisation* 33

Tableau 6-B : Politique sur les normes de service pour les frais d'utilisation 35

Tableau 7 : Progrès accomplis au regard du plan de réglementation de l'Agence 36

Tableau 8 : Réponse aux comités parlementaires, aux vérifications et aux évaluations 38

Tableau 9 : Stratégie de développement durable 39

Tableau 10 : États financiers 41

TABLE DES MATIÈRES

SECTION I : SURVOL 1

Message du ministre 3

Déclaration de la direction 4

Renseignements sommaires 5

Raison d'être 5

Contexte opérationnel et défis de l'Agence 11

Responsabilité partagée de la gestion de l'environnement 11

Intégration des intérêts divergents 11

Peuples autochtones 12

Élaboration de politiques fédérales améliorée 12

Communauté internationale 13

Intervenants et partenaires 14

Ministères et organismes fédéraux, et sociétés d'État 14

Gouvernements provinciaux et territoriaux 14

Industrie/promoteurs 15

Organismes publics et non gouvernementaux 15

Lien avec les secteurs de résultats du gouvernement du Canada 16

SECTION II : ANALYSE DES ACTIVITÉS DE PROGRAMME PAR RÉSULTAT STRATÉGIQUE ... 19

Analyse par activité de programme 20

Programme principal : Coordination et coopération 21

Programme principal : Orientation et fonctionnement 23

Programme principal : Amélioration continue 26

SECTION III : TABLEAUX FINANCIERS 29

AGENCE CANADIENNE D'ÉVALUATION ENVIRONNEMENTALE

RAPPORT MINISTÉRIEL SUR LE RENDEMENT

Pour la période se terminant le 31 mars 2007

L'honorable John Baird
Ministre de l'Environnement et ministre responsable de l'Agence canadienne d'évaluation environnementale

Avant-propos

Les Rapports ministériels sur le rendement constituent un élément clé du cycle de planification, de surveillance, d'évaluation et de compte rendu des résultats au Parlement et aux Canadiens. Ils sont au cœur de la responsabilisation au gouvernement.

Les ministères et organismes sont invités à préparer leurs rapports d'après les principes du gouvernement du Canada pour la présentation de rapports au Parlement (énoncés dans le *Guide de préparation du Budget des dépenses 2006-2007* disponible à http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_f.asp). Ces principes sont le fondement conceptuel pour la préparation des rapports et s'inscrivent dans les pratiques actuelles recommandées en matière de rapports publics.

Selon ces principes, des rapports efficaces sur le rendement fournissent un compte rendu concis, cohérent, fiable et équilibré du rendement d'une organisation en rapport avec ses plans et les résultats prévus. Ils mettent l'accent sur les résultats en faisant un compte rendu non seulement des activités et des extrants qui ont été réalisés, mais également des progrès accomplis pour atteindre les résultats – les avantages durables pour les Canadiens et la société canadienne. Le rendement y est mis en contexte, il est relié aux plans et aux résultats prévus (on explique les modifications apportées, le cas échéant) et l'on discute des risques et des défis principaux qui ont une incidence sur le rendement de l'organisation. Les rapports efficaces sur le rendement établissent un lien solide entre les ressources et les résultats pour montrer ce que l'on a accompli au moyen d'une gestion rigoureuse des fonds publics. On y rend également compte des résultats réalisés en association avec d'autres organisations gouvernementales et non gouvernementales. En dernier lieu, le rapport est crédible parce que le rendement déclaré y est étayé d'éléments d'information probants et impartiaux.

Le présent Rapport ministériel sur le rendement, ainsi que ceux de beaucoup d'autres organisations, est disponible sur le site Internet du Secrétariat du Conseil du Trésor du Canada à l'adresse suivante : http://www.tbs-sct.gc.ca/est-prc/estimF.asp. Les lecteurs qui veulent obtenir une vue pangouvernementale détaillée de la contribution du gouvernement fédéral au rendement du Canada en tant que nation peuvent consulter *Le rendement du Canada 2006-2007*, qui est disponible en ligne à la même adresse Internet. Structuré en fonction de quatre grands secteurs de dépenses (affaires économiques, affaires sociales, affaires internationales et affaires gouvernementales), le rapport *Le rendement du Canada 2006-2007* sert de document directeur pour les 90 Rapports ministériels sur le rendement et comprend un aperçu global des dépenses réelles pour l'ensemble du gouvernement; on y présente également des faits saillants des rapports sur le rendement des ministères et des organismes. La version électronique du rapport *Le rendement du Canada* comporte des liens vers les Rapports ministériels sur le rendement pertinents qui contiennent de l'information additionnelle sur le rendement et les ressources.

Le gouvernement du Canada s'est engagé à améliorer sans cesse l'information qu'il communique au Parlement et aux Canadiens. La rétroaction des lecteurs est importante pour assurer une amélioration constante des Rapports ministériels sur le rendement et des autres documents relatifs au Budget des dépenses.

On peut adresser ses commentaires ou ses questions à l'adresse suivante :

Direction de la gestion axée sur les résultats
Secrétariat du Conseil du Trésor du Canada
L'Esplanade Laurier, Ottawa, Ontario K1A OR5

Les documents budgétaires

Chaque année, le gouvernement établit son Budget des dépenses, qui présente l'information à l'appui des autorisations de dépenser demandées au Parlement pour l'affectation des fonds publics. Ces demandes d'autorisations sont présentées officiellement au moyen d'un projet de loi de crédits déposé au Parlement. Le Budget des dépenses, qui est déposé à la Chambre des communes par le président du Conseil du Trésor, comporte trois parties :

Partie I – Plan de dépenses du gouvernement présente un aperçu des dépenses fédérales et résume les principaux éléments du Budget principal des dépenses.

Partie II – Budget principal des dépenses étaye directement la *Loi de crédits*. Le Budget principal des dépenses énonce les autorisations de dépenser (crédits) et les sommes à inclure dans les projets de loi de crédits que le Parlement doit adopter afin que le gouvernement puisse mettre en application ses plans de dépenses. Les Parties I et II du Budget des dépenses sont déposées simultanément le 1er mars ou avant.

Partie III – Plan de dépenses du ministère est divisé en deux documents :

1) **Les rapports sur les plans et les priorités (RPP)** sont des plans de dépenses établis par chaque ministère et organisme (à l'exception des sociétés d'État). Ces rapports présentent des renseignements plus détaillés, pour une période de trois ans, sur les principales priorités d'une organisation, et ce, par résultat stratégique, activité de programme et résultats prévus, incluant des liens aux besoins en ressources connexes. Les RPP contiennent également des données sur les besoins en ressources humaines, les grands projets d'immobilisations, les subventions et contributions, et les coûts nets des programmes. Ils sont déposés au Parlement par le président du Conseil du Trésor au nom des ministres responsables des ministères et des organismes qui dépendent des crédits parlementaires et qui sont désignés aux annexes I, I.1 et II de la *Loi sur la gestion des finances publiques*. Ces documents sont habituellement déposés au plus tard le 31 mars, pour renvoi aux comités qui peuvent ensuite faire rapport à la Chambre des communes conformément au paragraphe 81(7) du Règlement.

2) **Les rapports ministériels sur le rendement (RMR)** rendent compte des réalisations de chaque ministère et organisme en fonction des attentes prévues en matière de rendement qui sont indiquées dans leur RPP. Ces rapports sur le rendement, qui portent sur la dernière année financière achevée, sont déposés au Parlement en automne par le président du Conseil du Trésor au nom des ministres responsables des ministères et des organismes qui dépendent des crédits parlementaires et qui sont désignés aux annexes I, I.1 et II de la *Loi sur la gestion des finances publiques*.

Le Budget supplémentaire des dépenses étaye directement la *Loi de crédits*. Le Budget supplémentaire des dépenses énonce les autorisations de dépenser (crédits) et les sommes à inclure dans les projets de loi de crédits que le Parlement doit adopter afin que le gouvernement puisse mettre en application ses plans de dépenses. Le Budget supplémentaire des dépenses est habituellement déposé deux fois par année, soit un premier document au début novembre et un document final au début mars. Chaque Budget supplémentaire des dépenses est caractérisé par une lettre alphabétique (A, B, C, etc.). En vertu de circonstances spéciales, plus de deux Budgets supplémentaires des dépenses peuvent être publiés au cours d'une année donnée.

Le Budget des dépenses, de même que le budget du ministre des Finances, sont le reflet de la planification budgétaire annuelle de l'État et de ses priorités en matière d'affectation des ressources. Ces documents, auxquels viennent s'ajouter par la suite les Comptes publics et les rapports ministériels sur le rendement, aident le Parlement à s'assurer que le gouvernement est dûment comptable de l'affectation et de la gestion des fonds publics.

©Sa Majesté la Reine du chef du Canada, représentée par le
Ministre des Travaux publics et Services gouvernementaux, 2007.

Ce document est disponible en médias substituts sur demande.

Ce document est disponible sur le site Web du SCT à l'adresse suivante : www.tbs-sct.gc.ca.

En vente chez votre libraire local ou par la poste auprès
des Éditions et Services de dépôt
Travaux publics et Services gouvernementaux Canada
Ottawa (Ontario) KIA OS5

Téléphone : 613-941-5995
Commandes seulement : 1-800-635-7943 (Canada et É.-U.)
Télécopieur : 613-954-5779 ou 1-800-565-7757 (Canada et É.-U.)
Internet : http://publications.gc.ca

No. de catalogue : BT31-4/23-2007
ISBN 978-0-660-63428-9

FSC
Sources Mixtes

Ce logo décrit le papier FSC utilisé pour la couverture sou
Le texte est imprimé sur un papier FSC contenant
100% de fibres recyclées après consommation.

BUDGET DES DÉPENSES

Agence canadienne d'évaluation environnementale

Rapport sur le rendement

Pour la période se terminant
le 31 mars 2007

Canada

ESTIMATES

Canadian Food Inspection Agency

Performance Report

For the period ending
March 31, 2007

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of:

Part I – The Government Expense Plan provides an overview of federal spending and summarizes the key elements of the Main Estimates.

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before March 1.

Part III – Departmental Expenditure Plans, which is divided into two components:

1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail over a three-year period on an organisation's main priorities by strategic outcome(s), program activity(s) and planned/expected results, including links to related resource requirements. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the appropriation dependent departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are usually tabled on or before March 31 and referred to committees, which may then report to the House of Commons pursuant to Standing Order 81(7).

2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the appropriation dependent departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

Supplementary Estimates directly support an *Appropriation Act*. The Supplementary Estimates identify the spending authorities (votes) and amounts to be included in the subsequent appropriation bill. Parliamentary approval is required to enable the government to proceed with its spending plans. Supplementary Estimates are normally tabled twice a year, the first document in early November and a final document in early March. Each Supplementary Estimates document is identified alphabetically A, B, C, etc. Under special circumstances, more than two Supplementary Estimates documents can be published in any given year.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

©Her Majesty the Queen in Right of Canada, represented
by the Minister of Public Works and Government Services, 2007.

This document is available in multiple formats upon request.

This document is available on the TBS Web site at the following address: www.tbs-sct.gc.ca.

Available through your local bookseller or by mail from
Publishing and Depository Services
Public Works and Government Services Canada
Ottawa (Ontario) KIA OS5

Telephone: 613-941-5995
Orders Only: 1-800-635-7943 (Canada and U.S.A.)
Fax: 613-954-5779 or 1-800-565-7757 (Canada and U.S.A.)
Internet: http://publications.gc.ca

Catalogue No.: BT31-4/79-2007
ISBN 978-0-660-63429-6

FSC
Mixed Sources
Product group from well-managed forests, controlled sources and recycled wood or fiber
Cert no. SW-COC-789
www.fsc.org
© 1996 Forest Stewardship Council

This logo represents the cover stock
The text is printed on a different FSC
made from 100% Post-Consumer Wa

Foreword

Departmental Performance Reports are a key component in the cycle of planning, monitoring, evaluating, and reporting results to Parliament and Canadians. They are at the heart of accountability in government.

Departments and agencies are encouraged to prepare their reports according to the Government of Canada Reporting Principles (provided in the *Guide to the Preparation of the 2006–2007 Estimates* available at http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_e.asp). These principles are the conceptual foundation upon which the reports are prepared and they are consistent with current recommended public reporting practices.

Based on these principles, an effective performance report provides a concise, coherent, reliable, and balanced account of an organization's performance in relation to its plans and expected results. It focuses on results by reporting not only the activities and outputs achieved, but also the progress made towards achieving outcomes - the enduring benefits for Canadians and Canadian society. It sets performance in context, associates performance with plans and expected results (explaining any changes), and discusses the key risks and challenges that affected organizational performance. An effective performance report has strong linkages between resources and results to show what was achieved through the sound stewardship of public funds. It also reports on results realised in partnership with other governmental and non-governmental organisations. Finally, the report is credible because it uses objective, evidenced-based information to substantiate the performance reported.

This Departmental Performance Report, along with those of many other organizations, is available at the Treasury Board of Canada Secretariat Internet site: http://www.tbs-sct.gc.ca est-prc/estime.asp. Readers seeking a high-level, whole of government overview of the federal government's contribution to Canada's performance as a nation should refer to *Canada's Performance 2006–07*, available online at the same Internet address. Structured around four broad spending areas (Economic Affairs, Social Affairs, International Affairs and Government Affairs), *Canada's Performance 2006–07* serves as a guide to the 90 Departmental Performance Reports and includes a whole of government view of actual spending as well as selected highlights from departmental and agency performance reports. The electronic version of *Canada's Performance* links to the relevant Departmental Performance Reports, which contain additional information on performance and resources.

The Government of Canada is committed to continually improving reporting to Parliament and Canadians. The input of readers is important to ensure that Departmental Performance Reports and other Estimates documents are enhanced over time.

Comments or questions can be directed to:

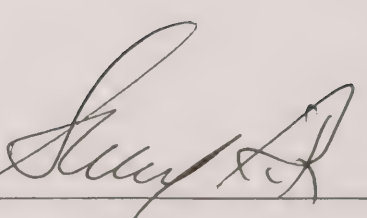
Results-based Management Directorate
Treasury Board of Canada Secretariat
L'Esplanade Laurier, Ottawa, Ontario K1A OR5

Canadian Food Inspection Agency

Performance Report

For the period ending
March 31, 2007

Approved:



The Honourable Gerry Ritz
Minister of Agriculture and Agri-Food and
Minister for the Canadian Wheat Board

Canadian Food Inspection Agency | Agence canadienne d'inspection des aliments

Canadian Food Inspection Agency



Performance Report

For the period ending
March 31, 2007

Canada

TABLE OF CONTENTS

1. AGENCY OVERVIEW

1.1 Minister's Message 3

1.2 President's Message 4

1.3 Summary Information 5

2. ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

2.1 How the Agency Plans and Reports 18

2.2 Office of the Auditor General Reports 21

2.2.1 Management Representation Statement 22

2.2.2 Auditor General's Assessment of Performance Information 23

2.3 Performance by Strategic Outcome 25

2.3.1 Strategic Outcome: Protection from preventable health risks related to food safety or the transmission of animal diseases to humans 25

2.3.2 Strategic Outcome: Protection of consumers through a fair and effective food, animal and plant regulatory regime that supports competitive domestic and international markets 38

2.3.3 Strategic Outcome: A sustainable plant and animal resource base 51

2.3.4 Strategic Outcome: Security from deliberate threats to Canada's food supply and agricultural resource base 65

3. SUPPLEMENTARY INFORMATION

3.1 Special Initiatives 69

3.2 Organizational Information 76

3.3 Regulatory Research 77

3.4 Providing Sound Agency Management 81

3.5 Financial Performance 89

3.5.1 Reporting on Parliamentary Appropriations 89

3.5.2 Audited Financial Statements 104

4. OTHER ITEMS OF INTEREST

4.1 Details of Summary of Performance Results and Spending 122

4.2 Notes on Reporting Against the 2006–07 *Report on Plans and Priorities* 128

4.3 Acronyms 128

4.4 Web Links 130

1. AGENCY OVERVIEW

1.1 Minister's Message



I am pleased to submit to Parliament the Canadian Food Inspection Agency's (CFIA) *Performance Report* for 2006–07. This report illustrates the CFIA's ongoing commitment to safeguarding Canada's food supply and its plant and animal base. This contributes to a healthy environment and economy, and the well-being of Canadians.

Throughout 2006–07, food safety and controlling the entry, emergence and spread of animal diseases and zoonotic and plant pests remained the key priorities of the CFIA, and contributed in a meaningful manner to Canada's security and economic performance.

The CFIA, in collaboration with its public and private partners, continues to demonstrate and be recognized for its strong commitment to managing risk associated with animal diseases such as bovine spongiform encephalopathy (BSE) and avian influenza. Testament to the high level of international confidence in Canada's regulatory regime is a recommendation by the World Organisation for Animal Health (OIE) that Canada be recognized as a BSE "controlled risk" country.

The CFIA has worked in close collaboration with federal, provincial and regulated partners as it refines and tests its emergency response plans to avian and pandemic influenza. Prevention strategies have also been high on the agenda as the CFIA has sensitized Canada's agriculture industry to the need for enhanced biosecurity measures.

I am encouraged by the manner in which the CFIA has developed strong partner and stakeholder relationships, in both government and industry, as we continue to build an integrated, world-leading food safety, animal health and plant protection system for all Canadians.

As Minister of Agriculture and Agri-Food, I have been impressed by my portfolio team's dedication to serving the agriculture and agri-food sector and indeed all Canadians. I have seen the advantages of teamwork on priorities such as the development of the Next Generation of Agriculture and Agri-Food Policy. I am confident this collaborative spirit will continue to be a defining feature of my portfolio as implementation of the new policy proceeds over the coming months.

I have every confidence that the CFIA, with its diligent, competent and dedicated workforce, and its strong partnerships and stakeholder relationships, will continue to excel as a science-based regulator, trusted and respected nationally and internationally.

The Honourable Gerry Ritz
Minister of Agriculture and Agri-Food and
Minister for the Canadian Wheat Board

1.2 President's Message



I am pleased to present the Canadian Food Inspection Agency's (CFIA) *Performance Report* covering the period from April 1, 2006, to March 31, 2007. The CFIA is dedicated to safeguarding Canada's food supply as well as the animals and plants upon which safe and high quality food depends. These activities contribute directly and significantly to the health and well-being of consumers, as well as the environment and the Canadian economy.

April 1, 2007, marked the 10th anniversary of the CFIA. Over the course of its first decade, the CFIA has grown in capacity and profile.

The CFIA is Canada's largest science-based regulatory agency. For our decisions to remain objective, credible and defendable, they must be based on the best available science and a balanced consideration of other factors integral to good public policy. During the past year, we have demonstrated a balanced approach to the issues that we have faced while serving Canadians and protecting their food supply.

In 2006, we were challenged by a number of food safety incidents, including alerts for salmonella in chocolate and *E. coli* in spinach. The CFIA, along with its partners and industry, worked to identify, manage and minimize risks. In fall 2006, we issued several high-profile food-related hazard alerts. The CFIA's rapid and effective response to these hazards continues to meet the expectations of Canadians.

While managing the eradication and containment of a number of plant pests of international significance, we were also challenged with the detection of a potato pest, the golden nematode, in Quebec. Together with our partners and industry, steps were taken to control its spread and to minimize the impact on the marketability of Canadian potatoes.

The ongoing implementation of the CFIA's bovine spongiform encephalopathy (BSE) surveillance program continues to accelerate the eradication of this disease from Canada's cattle population and to enhance the Agency's reputation internationally. This year, for example, the World Organisation for Animal Health (OIE) designated several CFIA facilities as OIE World Reference Laboratories for BSE and avian influenza. In fact, the CFIA's laboratory system includes 13 of Canada's 17 international reference laboratories.

The Agency, working with its partners and stakeholders, has played throughout the year and over the past decade an important role in the life of our country. Thanks to its dedicated, competent, and professional men and women, the foundation of a proud legacy has been built.



Carole Swan
President

1.3 Summary Information

The Canadian Food Inspection Agency (CFIA) is dedicated to safeguarding food, animals and plants, which enhance the health and well-being of Canada's people, environment and economy. The CFIA serves Canadians by providing protection from preventable health risks, delivering a fair and effective regulatory regime, protecting the plant and animal resource base, and promoting the security of Canada's food supply and agricultural resource base. In support of these activities, the CFIA is committed to effective internal management.

Note: *Where targets are discussed in this document, they are indicated by the following symbol:*  .

Summary of Performance in Relation to Agency Priorities

The CFIA plans for and reports on its performance based on a Program Activity Architecture that was developed and implemented in collaboration with the Treasury Board. This *Performance Report* outlines key performance results against four of the Agency's five[1] Strategic Outcomes, its expected results, and its established targets.

In 2006–07, the CFIA met or exceeded 31 of 40 (78%) targeted results compared with meeting 26 of 36 (72%) targeted results in 2005–06. The year over year increase in the number of met targets is due to one additional target being met under the Public Security Strategic Outcome, and one additional target being met under the Sustainable Plant and Resource Base Strategic Outcome. The CFIA's compliance and enforcement policies, as well as program strategies continue to support the core mandate set out in the various statutes that the CFIA administers and enforces. In a few program areas, however, a need for improvement has been identified. In these cases, adjustments to correct the deficiencies are being made to policies and program delivery.

Table 1.3.1 — Financial Resources

Planned Spending ($ millions)	Total Authorities ($ millions)	Actual Spending ($ millions)
637.6	662.0	620.6

Source: SATURN and 2006–07 Report on Plans and Priorities.

Table 1.3.2 — Human Resources

Planned Full-Time Equivalents (FTEs)*	Actual FTEs	Difference
6,401	6,098	303

* The calculation of a full-time equivalent (FTE) differs from the calculation of an employee in that the former considers part-time employment, term employment, job sharing, and would combine, for instance, two-half time employees into a single FTE.

Source: Salary Management System and 2006–07 Report on Plans and Priorities.

[1] While the Agency's 2003–08 Corporate Business Plan presents five strategic outcomes, subsequent direction from TBS required that the fifth SO, Sound Agency Management, be excluded from the approved PAA. Resources attributable to "Sound Agency Management" have been allocated among the Agency's other Strategic Outcomes on a pro-rata basis.

Table 1.3.3 presents CFIA's planned and actual spending, as well as some of the CFIA's performance highlights for four of its Strategic Outcomes: Protection from preventable health risks related to food safety or the transmission of animal diseases to humans; security from deliberate threats to Canada's food supply and agricultural resource base; protection of consumers through a fair and effective food, animal and plant regulatory regime that supports

Table 1.3.3 — Summary of Performance Results and Spending* (April 1, 2006, to March 31, 2007)

Benefits to Canadians: Public Health

CFIA's Contribution: Protecting Canadians from preventable health risks related to food safety or the transmission of animal diseases to humans

CFIA's Ongoing Priority: Effective response to threats to human health

Planned Spending & Full-Time Equivalents (FTEs)** 2006–07		Total Authorities 2006–07	
$353.5 million	**3,708 FTEs**	**$349.5 million**	**3,708 FTEs**

Program Activity	Expected Results	Performance Indicators
Food Safety and Public Health (Food safety and animal diseases that can be transmitted to humans, e.g. AI, BSE) (See Section 2.3.1 for a detailed description of performance results)	Food leaving federally registered establishments for inter-provincial and export trade or being imported into Canada is safe and wholesome	Extent to which federally registered establishments inspected comply with federal food safety requirements Extent to which domestic food products comply with each test criterion for federal chemical residue requirements
	Food safety incidents in non-federally registered facilities and food products produced in them are addressed	Extent to which projects are developed to address major health risks identified through the science committees
	Food safety recalls and incidents are contained in a timely and appropriate manner	Time taken to issue Class I recall public warnings
	Animal diseases that are transmissible to humans are effectively controlled within animal populations	BSE sample collection in full accordance with the guidelines recommended by the OIE # of BSE disease incidents (no known cases that fall outside accepted parameters) Extent to which products of federally registered plants comply with SRM removal-related laws and regulations Extent to which cattle tagging is compliant with the regulations for animal identification
	Decision making related to food safety, nutrition and public health is supported by sound, sufficient and current Agency regulatory research	Not available

* Detailed information on achievements against targets can be found in Section 2.3: Performance by Strategic Outcome.

** The variances between planned and actual spending are related to the financial coding of the CFIA's PAA/MRRS. The CFIA, in the implementation of the TBS PAA/MRRS, will strengthen the link between performance and actuals. This will apply to all the Strategic Outcomes.

competitive domestic and international markets; and a sustainable plant and animal resource base. The performance highlights demonstrate the success of the plans implemented by the CFIA, as well as the CFIA's progress toward meeting the priorities and planned outcomes to which it committed in its 2006–07 *Report on Plans and Priorities* (RPP). A more detailed discussion of the CFIA's performance can be found in Section 2.

Actual Spending & Full-Time Equivalents (FTEs) 2006–07		
$379.6 million		**3,668 FTEs**
TARGETS Opportunity for Improvement (X) or Met (√) or Exceeded (√+)		
2005–06	**2006–07**	**Example of Achievements**
√	√	Updated the 1998 version of the *Good Importing Practices For Food* (see Section 3.1)
14 of 17 targets met or exceeded	14 of 18 targets met or exceeded	Progress made on the development of a more integrated approach to food safety in collaboration with partners, provincial and territorial food regulatory representatives (see Section 2.3.1a)
		There were 2,915 food safety investigations conducted and 246 recall incidents issued by the CFIA's emergency response system (see Section 2.3.1a)
		Issued public warnings for all Class I recalls within 24 hours 100% of the time (see Section 2.3.1a)
		Launched a multi-year Travellers Bio-security Campaign to raise awareness of the role of Canadian and foreign travellers in protecting Canada from foreign diseases and other threats that they might unintentionally introduce in the country (see Section 2.3.1a)
		The CFIA's on-line subscription service sent updates to over 22,417 subscribers on a variety of key food allergy concerns. There were 2,143,940 viewings of the food recall and allergy alert pages on the CFIA website. More than 252,500 CFIA-produced food safety information publications were distributed to the public through Service Canada sites and at more than 50 public events across the country (see Section 2.3.1a)
		The Avian Influenza (AI) Working Group, established in February 2006, made significant progress on the implementation of the AI Strategy (see Section 2.3.1b)
		Published regulatory amendments to enhance the 1997 Feed Ban through the introduction of new outcome-based requirements for the removal of specified risk material (SRM) from all animal feeds and fertilizers (see Section 2.3.2b or 2.3.3b)
		Finalized the development of a foodborne pathogens diagnostic tool named Cloth-based Hybridization Array Systems; development of new methods enhanced laboratory capacity to detect and analyze contaminants in food (see Section 3.3)

Table 1.3.3 — Summary of Performance Results and Spending (April 1, 2006, to March 31, 2007) *(continued)*

Benefits to Canadians: Economic Growth

CFIA's Contributions: Protecting consumers through a fair and effective food, animal and plant regulatory regime that supports competitive domestic and international markets

CFIA's Ongoing Priority: Modernizing the regulatory system to address new demands and challenges

Planned Spending & Full-Time Equivalents (FTEs) 2006–07		Total Authorities 2006–07	
$119.6 million	**1,350 FTEs**	**$130.5 million**	**1,350 FTEs**

Program Activity	Expected Results	Performance Indicators
Science and Regulation (See Section 2.3.2 for a detailed description of performance results)	The Agency contributes to the development and implementation of international rules, standards and agreements through international negotiations	Extent to which the international regulatory framework reflects Agency and stakeholders' priorities and needs
	The Agency applies sound and current science to the development of national standards, operational methods and procedures	Extent to which the Agency's standards, operational methods and procedures reflect sound and current science
	Transparent, outcome-based and science-based domestic regulatory framework is maintained	Extent to which CFIA's mandate and activities are supported by legislation and regulations that reflect priorities and requirements of the Agency and its stakeholders
	Deceptive and unfair market practices are deterred	Extent to which seed establishments and private labs inspected comply with federal requirements Extent to which non-pedigreed seed tests comply with CFIA quality standards Extent to which pedigreed seed tests comply with CFIA quality standards Extent to which seed tests comply with CFIA varietal purity
	Other governments' import requirements are met	Extent to which certified food shipments meet the receiving country's import requirements
	Decision making related to regulatory development and review, deterring unfair practices, and export is supported by sound, sufficient and current Agency regulatory research	Not available

Actual Spending & Full-Time Equivalents (FTEs)
2006–07

$77.1 million	**815 FTEs**

TARGETS **Opportunity for Improvement (X)** **or Met (√) or Exceeded (√+)**		
2005–06	**2006–07**	**Example of Achievements**
√ 5 of 7 targets met or exceeded	√ 6 of 7 targets met or exceeded	Led Canada's participation at the three World Trade Organization/ Sanitary and Phytosanitary Measures Committee meetings that took place (see Section 2.3.2a) Led Canada's participation at the annual General Session of the International Committees of the OIE (World Organisation for Animal Health) and at the North American Plant Protection Organization (see Section 2.3.2a) Canada holds the vice chair position of the Bureau to the Commission of Phytosanitary Measures, which governs the International Plant Protection Convention (see Section 2.3.2a) For the past two years, the CFIA has chaired the Organisation for Economic Co-operation and Development seed schemes, which certify seed varietals being traded internationally (see Section 2.3.2a) Completed six consultations across Canada on the Proposal to Facilitate the Modernization of the Seed and Fertilizer Regulatory Framework (see Section 2.3.2a) The CFIA has more than 60 proposed regulatory packages under development. In addition, 10 CFIA regulations were promulgated (see Section 2.3.2b) Revised CFIA's import policies for bluetongue and anaplasmosis for animals imported from the United States (see Section 2.3.3b) Developed electronic, web-based export certification system project proposal and work plans for meat export (see Section 3.1)

Table 1.3.3 — Summary of Performance Results and Spending (April 1, 2006, to March 31, 2007) *(continued)*

Benefits to Canadians: Environmental Protection

CFIA's Contributions: Sustaining the plant and animal resource base

CFIA's Ongoing Priority: Effective protection of the environment and plant resource base

CFIA's New Priority: Development and implementation of a Pan-Canadian Animal Health Strategy

Planned Spending & Full-Time Equivalents (FTEs) 2006–07		Total Authorities 2006–07	
$106.7 million	**1,146 FTEs**	**$120.8 million**	**1,146 FTEs**

Program Activity	Expected Results	Performance Indicators
Animal and Plant Resource Protection (See Section 2.3.3 for a detailed description of performance results)	Entry and domestic spread of regulated plant diseases and pests are controlled	Extent to which Agency data indicate the entry of new regulated diseases and pests into Canada (listed diseases/ pests in the Regulated Pest List for Canada)
		Change in the presence of plant diseases or pests beyond the regulated areas
		Extent to which pests surveys are conducted as per workplan
	Industry complies with federal acts and regulations concerning Canada's crops and forests and livestock	Extent to which fertilizers and supplement sample tests comply with efficacy and safety standards (non-biotechnology product)
		Extent to which fertilizers and supplement sample tests (heavy metal, pathogen, and pesticide contamination) comply with efficacy standards
		Extent to which feed mills are compliant with the Feed Ban (without major deviations)
		Extent to which feed renderers are compliant with the Feed Ban (without major deviations)
		Extent to which feed mills are compliant with the *Feeds Act,* including the Feed Ban (without major deviations)
		Extent to which feed renderers are compliant with the *Feeds Act,* including the Feed Ban (without major deviations)
	Entry and domestic spread of regulated animal diseases are controlled	Extent to which Agency data indicate the entry of new regulated animal diseases into Canada (listed diseases in OIE)
		Change of animals (domestic) with regulated animal diseases found in Canadian herds/flocks
	Agricultural products meet the requirements of federal acts and regulations	Extent to which confined field trials of PNTs comply with CFIA requirements
		Extent to which fertilizer and supplement sample tests comply with efficacy standards (novel supplements)
	Decision making (including regulation) in regards to animal and plant health are supported by sound, sufficient and current Agency regulatory research	Not available

Actual Spending & Full-Time Equivalents (FTEs) 2006–07		
$140.1 million		**1,431 FTEs**
TARGETS Opportunity for Improvement (X) or Met (√) or Exceeded (√+)		
2005–06	**2006–07**	**Example of Achievements**
√	X	Developed Canadian Invasive Plant Framework (see Section 3.1)
7 of 11 targets met or exceeded	9 of 13 targets met or exceeded	Developed draft containment standard for facilities handling plant pests (see Section 3.1)
		In collaboration with partners, established Vice Presidents/ADMs Level committee for biotechnology related issues (see Section 3.1)
		Developed highly needed diagnostic reagents and assays for rapid response to foot and mouth diseases (see Section 3.3)
		Conducted several meetings and consultations regarding the establishment of the National Animal Health Strategy for Canada (see Section 3.1)
		Developed Memorandum of Understanding and joint Results-Based Management Accountability Framework with Fisheries and Oceans regarding the implementation of the National Aquatic Animal Health Program (see Section 3.1)

Table 1.3.3 — Summary of Performance Results and Spending (April 1, 2006 to March 31, 2007) *(continued)*

Benefits to Canadians: Public Security

CFIA's Contributions: Promoting the security of Canada's food supply and agricultural resource base

CFIA's Ongoing Priority: Effective response to threats to human health

Planned Spending & Full-Time Equivalents (FTEs) 2006–07		Total Authorities 2006–07	
$57.8 million	**197 FTEs**	**$61.2 million**	**286 FTEs**

Program Activity	Expected Results	Performance Indicators
Public Security (See Section 2.3.4 for a detailed description of performance results)	The Agency is in a state of readiness for an effective, rapid response to emergencies	Extent to which CFIA has implemented aspects of Public Safety Canada's National Emergency Response System
	CFIA has the capacity to respond to emergencies	Extent to which CFIA has implemented aspects of Public Safety Canada's National Emergency Response System
	Decision making related to public security is supported by sound, sufficient and current agency regulatory research	Not available

CFIA Context

More than 6,000 highly-trained, full-time staff are employed by the CFIA across Canada in a wide range of scientific, technical, operational and administrative positions. The staff of CFIA are involved in risk assessment, risk management, policy and program development, analytical testing, research and development, and international discussions and negotiations. They are also involved in providing certification, establishment and product inspections, sampling, monitoring and verification, as well as conducting surveillance, warnings, detentions, seizures, recalls, and other related compliance activities.

Four interrelated factors are critical to the Agency's success in safeguarding Canada's food supply, and the plants and animals on which safe, high-quality food depends. These are detailed below.

Sound science: The CFIA is Canada's largest science-based regulatory agency. The CFIA's vision is to excel as a science-based regulator that is trusted and respected by both Canadians and the international community. To achieve this vision, the CFIA regularly relies on scientific input and advice when developing, reviewing and improving regulations, international standards, and policies and programs for inspecting, testing, and responding to emergencies.

Actual Spending & Full-Time Equivalents (FTEs) 2006–07	
$23.8 million	**184 FTEs**

TARGETS Opportunity for Improvement (X) or Met (√) or Exceeded (√+)		
2005–06	**2006–07**	**Example of Achievements**
X 0 of 1 target met or exceeded (target met as of June 2006)	√ 2 of 2 targets met or exceeded	In collaboration with partners, established a national veterinary reserve (see Section 3.1) In collaboration with provincial governments, updated the joint Foreign Animal Disease Emergency Support Agreement (see Section 3.1) Developed guidelines for the containment of plant and animal pathogens. Also developed new and faster test methodologies for microbial food contaminants (see Section 2.3.4b) Performed maintenance on equipment and acquired software licences for National Operation Centres (see Section 2.3.4) The CFIA and Health Canada co-led Canada's participation in activities under the Security and Prosperity Partnership of North America that impact bio-protection, food and agricultural regulation (see Section 2.3.4a) The World Organisation for Animal Health recognized the CFIA Canadian Science Centre for Human and Animal Health as an international reference laboratory for AI and BSE (see Section 3.1)

Effective regulatory base: To protect Canadian consumers and industry, as well as Canada's trading partners, the CFIA strives to continually improve regulations and to promote science-based standards for world trade in food, animals, and plants. Clear, effective and enforceable regulations that are fair and consistently applied are essential tools for contributing to and achieving these public policy objectives. For example, Canada's priorities for regulating imported and exported products are consistent with the World Trade Organization's obligations. The CFIA also engages trading partners bilaterally and multilaterally to help Canada meet its economic objectives.

Effective inspection: Industry is ultimately responsible for doing what is necessary to meet or exceed standards established by federal legislation for food safety, animal health, and plant protection. The CFIA is responsible for administering and verifying industry compliance with federal statutes and their associated regulations by conducting inspections, audits, product sampling and verification and other activities.

Strong partnerships: Strong partnerships are central to the ability of the CFIA to achieve its Strategic Outcomes. The CFIA shares many areas of jurisdiction and responsibility with other federal departments; provincial, territorial and municipal authorities; and other stakeholders. For example, it shares responsibility for setting and enforcing standards that ensure the integrity of Canada's food supply, animal health, and plant protection systems. In support of Agriculture and Agri-Food Canada's Agricultural Policy Framework, the CFIA is developing and implementing regulations to control the manufacturing of medicated feeds. Working with Agriculture and Agri-Food Canada, as well as the provinces and territories, the CFIA is also implementing a program that provides government recognition of industry-developed, on-farm food safety programs.

Key federal partners of CFIA:

Health Canada

Agriculture and Agri-Food Portfolio, including Agriculture and Agri-Food Canada and the Canadian Grain Commission

Public Safety Canada

Canada Border Services Agency

Public Health Agency of Canada

Fisheries and Oceans Canada

Natural Resources Canada, including the Canadian Forest Service

Foreign Affairs Canada and International Trade Canada

Environment Canada, including the Canadian Wildlife Service

Further details on the complementary roles played by each CFIA partner are outlined in Section 2.3 — Performance by Strategic Outcome.

CFIA Operating Environment

While the CFIA delivers its programs according to its pre-established Strategic Outcomes, the agriculture and agri-food environment in which it operates is dynamic. New threats routinely emerge in biological systems, and the nature of these threats is often unpredictable. As a result, the CFIA is frequently called upon to mobilize its resources in response to emerging challenges, such as avian influenza, new cases of bovine spongiform encephalopathy, major food safety recalls, and the detection of new plant pests in Canada. It is a constant challenge for the CFIA to be able to balance prompt and appropriate responses to threats with the effective delivery of its ongoing responsibilities.

Agency Special Initiatives for 2006–07

Develop and implement a National Animal Health Strategy: Global ecosystems and economies are interconnected. While it is more difficult to invest in prevention of off-shore risks, it is no longer adequate to only manage risks once they occur on Canadian soil. The CFIA management of domestic and international animal health issues must now be conducted in an integrated manner. The focus of CFIA management in this area must also shift to strategic and proactive disease prevention. The National Animal Health Strategy is striving to achieve five key results: maintain confidence in Canada's animal health and food safety inspection system; reduce social and economic consequences of disease detection; provide industry and regulated stakeholders with greater market access, security, predictability and competitiveness; ensure access to the best available science to support evidence-based decision making; and create better informed consumers. The development of the National Aquatic Animal Health Program (NAAHP) continues the co-operation between the federal and provincial governments. It will provide a disease control program that will be recognized by our trading partners for its efforts to prevent the spread of fish diseases in Canada.

The CFIA works in partnership with Agriculture and Agri-Food Canada, as well as the provinces and territories, in its efforts to develop a comprehensive National Animal Health Strategy.

Facilitate recognition of the Canadian Science Centre for Human and Animal Health (Winnipeg) as an international reference laboratory for avian influenza (AI) and bovine spongiform encephalopathy (BSE): Canada's only safety level four containment laboratory is the Canadian Science Centre for Human and Animal Health in Winnipeg. The complex is also home to the National Microbiology Laboratory and the CFIA's National Centre for Foreign Animal Diseases, which was approved as an international reference laboratory for AI and BSE by the World Organisation for Animal Health (OIE).

Increase security, prosperity and quality of life of North American citizens: The Security and Prosperity Partnership initiative was announced on March 23, 2005, to address North American security and economic challenges through the implementation of trilaterally agreed workplans. The CFIA and Health Canada co-lead Canada's participation in activities that impact bio-protection and food and agricultural regulation. For example, a North American food safety co-ordinating mechanism is being developed to assess food safety standards throughout the continent. Key bio-protection initiatives led by the CFIA include: developing a co-ordinated approach to identify and manage threats to animals, plants and humans; undertaking joint emergency response drills; expanding the animal vaccine bank to respond to more animal health diseases; and jointly responding to enforcement actions.

Establish a national veterinary reserve: The CFIA is establishing a national veterinary reserve in partnership with the Canadian Veterinary Medical Association, provincial governments, provincial veterinary associations and registrars, as well as the Public Health Agency of Canada and Public Safety Canada. This initiative will build a roster of trained foreign animal disease emergency response personnel to further enhance preparedness. It will also serve to augment Canada's ability to collaborate at the international level when addressing emerging risks at their source, without compromising its domestic operational and business continuity obligations.

Key Factors Affecting the Agency in 2006–07

The changing marketplace: The CFIA has a responsibility to ensure that Canadian food — whether exported or consumed at home — meets the demands of the marketplace. International markets have become increasingly competitive, and trading partners demand that Canada's exports meet existing and new standards and requirements. At the same time, Canadian consumers are increasingly seeking accurate information on food labels and in advertising in order to make informed choices. Canadian consumers also expect the food supply and the environment on which it depends to continue to be safe.

Emerging animal diseases: The CFIA has had to respond quickly and adopt new methods for detecting the presence of emerging animal diseases such as the highly-pathogenic H5N1 strain of avian influenza and Viral Haemorrhagic Septicaemia (VHS), an infectious virus affecting mostly rainbow trout in the Great Lakes waters shared by Canada and the United States. Early detection of emerging diseases is critical to protect animal health in Canada and protect products destined for domestic trade and export.

Key Risks and Challenges

The CFIA's capacity to achieve its Strategic Outcomes depends greatly on its ability — and those of its partners — to recognize, manage, and mitigate risks. In its *2006–07 Report on Plans and Priorities*, the CFIA identified its key risks and challenges and set out a plan to address these issues. Key risk mitigation strategies have been identified in Section 3.1 with the following symbol  .

Foodborne illness: Canadians have access to a food supply that is safe and nutritious. The CFIA and its regulatory partners, as well as industry and consumer groups, have worked to significantly reduce the threat of foodborne illness in Canada; however, the risk that such illness can arise will always remain. The CFIA works to manage and mitigate risks in collaboration with its partners.

Emergence and/or spread of animal diseases that affect humans (zoonoses): Animals, both domestic and wild, can transmit disease-causing agents to humans. Bovine spongiform encephalopathy, avian influenza, the spread of West Nile virus, and new strains of rabies are examples of diseases of animal origin that can affect public health (although not all of these have occurred in Canada). Incomplete scientific knowledge surrounding the nature and transmission of emerging diseases and inadequate animal and veterinary public health infrastructure in many countries only adds to the complexity of managing these diseases. The CFIA protects Canadians from these types of diseases by working in close partnership with the animal health community, livestock producers, provinces, and the international community in promoting early detection, reporting, and control of disease.

International regulatory framework: The CFIA continues to work through international institutions to help develop and operationalize international trading rules to ensure the protection of human, animal, ecosystem and plant life. For the same reasons, the CFIA promotes the development of international standards and policies that are based on sound science in other international fora. Retaining, strengthening, and reinforcing rules and science-based approaches within the international regulatory framework helps Canada achieve its regulatory objectives, and serves to protect Canadian exporters from discriminatory and unnecessary barriers.

Domestic legislative framework: Outdated statutes and/or insufficient authority could impede the CFIA's ability to fully and effectively carry out its mandate. Inconsistencies among federal, provincial and territorial legislation also weaken the domestic legislative framework. The CFIA is pursuing mechanisms to update and modernize its legislative framework.

Entry and/or spread of regulated plant and animal pests and diseases that affect the resource base: A healthy and sustainable plant and animal resource base in Canada is critical to social objectives, the environment, and the economy. The CFIA and its partners use a number of measures to identify and reduce threats to the animal and plant resource base. These range from surveys and movement control to eradication and emergency response.

Emergency preparedness and response: The CFIA must be able to take rapid and effective action to protect food, plants, and terrestrial and aquatic animals from accidental or intentional events that could compromise their safety or integrity. To do this, the CFIA must maintain and rehearse well-planned emergency response plans and procedures in the event of international, non-international and natural emergencies. Strong, co-operative relationships with the CFIA's partners, including those in other countries, are critical to the success of its emergency and security measures.

Demand for new/enhanced services: Increasing demands from producers and consumers for new or enhanced services has placed additional pressure on CFIA resources. The CFIA responds to growth in domestic industries, such as the opening of new meat establishments, and the resulting increase in requests for inspection and certification of products. As well, the CFIA responds to increasing consumer concerns and needs, such as demands for better information on nutrient content and methods of production for food products.

Performance information: To better support day-to-day and strategic decision making, the CFIA must improve its performance information and develop mitigation strategies to enhance the use of performance information and data collection. Improving performance information will, through the continual improvement and development of information systems, also strengthen the CFIA's ability to report results to Canadians.

Financial and human resources: The CFIA faces the constant challenge of managing resources so it can continue to meet ongoing activities, make strategic investments in program redesign, and cope with animal and plant health emergencies. The CFIA's Long Term Capital Plan is designed to ensure a sustainable resource base. In addition, the CFIA conducts appropriate recruitment, retention and training practices to attract new employees and maintain staff with the appropriate skills, knowledge and abilities.

Program design: The CFIA must continue to review its program design in order to deal with technological and scientific advancements. This ongoing review focuses on achieving social and environmental objectives for human and animal health, and stewardship of the resource base, while enabling the competitiveness of Canadian agri-business. Where the service delivery requires innovative solutions, the CFIA works with stakeholders to bring these about.

2. ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

2.1 How the Agency Plans and Reports

The planning requirements of the Canadian Food Inspection Agency (CFIA) are set out in the *Canadian Food Inspection Agency Act* and in Treasury Board policies and guidelines. The CFIA is required to produce an annual *Report on Plans and Priorities* (RPP) and an annual *Performance Report* (PR).

In accordance with Treasury Board requirements on the Management of Resources and Results Structure, the CFIA's planning and reporting framework is based on Strategic Outcomes (SO). These SOs are outlined in its Corporate Business Plan 2003–08 and are elaborated in detail in the CFIA's *Reports on Plans and Priorities* and the *Performance Reports*. Financial information in these reports is also aligned in this manner.

Under each Strategic Outcome, the CFIA reports on ongoing activities under each sub-activity as outlined in the *Report on Plans and Priorities*. In accordance with the CFIA's 2006–07 *Report on Plans and Priorities*, the *Performance Report* is structured around Strategic Outcomes, program sub-activities and expected results. Progress on Special Initiatives is reported in Section 3.1 where risk mitigation strategies are also identified by this symbol  .

Refer to Section 4.2 — Notes on Reporting Against the Report on Plans and Priorities *for more information.*

Reporting Performance

In Section 2.3, performance information and expected results for each Strategic Outcome are, where possible, described and measured against targets using compliance and other relevant performance indicators. Targets measure the performance of industry and the CFIA against expected results set by the CFIA.

The 2005–06 *Performance Report* marked the first time that the CFIA reported against specific targets. The CFIA's 2006–07 *Performance Report* builds upon this work, and it reports on a two-year trend for performance indicators that are based on outcomes and have established targets, adding substantially to the CFIA performance story. Future *Performance Reports* will include longer trending periods and a broader set of performance indicators.

In 2006–07, a review was completed to perform a preliminary assessment of the systems controls (both manual and automated). In order to carry out the review, the CFIA identified sources of data; identified the controls in place through interviews; and made a preliminary assessment of those controls based upon manual and system components and the impact of downstream manipulation and management review. The assessment of the system controls was the first step in a continuum of reviews, which will serve to ensure that CFIA is able to provide accurate data for performance reporting.

Building on the work of the review, which identified that action taken in management review and control weaknesses would be beneficial, the CFIA also implemented additional controls on all performance information gathered and included it in the *Performance Report*. These controls included: implementing rigor in the collection, review and substantiation of targeted data; building further management accountability into the process; and supplementing control processes by identifying and verifying the name of data sources, the time period covered, calculations and calculation methodology.

The assessment of quality of data found in this *Performance Report* is based upon the preliminary assessment of the system controls, as well as the additional management controls implemented for the preparation of the report.

Table 2.1.1 provides a summary of ratings for data quality for the targeted data reviewed, including the additional management controls implemented for the preparation of the *Performance Report*. The Agency will continue to review certain data systems and improve upon management controls and present those findings in future performance reports.

Key findings of this review include that 70% of the targeted data have controls rated as "good". The balance of targeted data reviewed was rated as "reasonable" and has no more or less significance or impact on overall data quality than those rated as "good". While two thirds of the targeted data reviewed have adequate controls, it has been concluded that targeted data should be tested, with controls imposed and documented in an information management system.

Performance Targets

In 2005–06, the CFIA set up a working group to begin to establish and formalize performance targets in all critical program areas. The targets set during 2005–06 are used in the 2006–07 *Performance Report* and are based on historical averages of actual performance or on expected results of effective programming (e.g., compliance rate for industry conformity to regulatory standards, control of entry and spread of animal and plant diseases). Industry compliance targets of less than 100% are representative of the CFIA risk-based inspection approach, which targets areas of high risk and past non-compliance. When interpreting performance information we must consider that the CFIA carries out monitoring activities on an industry-wide basis and also conducts targeted monitoring of problem areas along the agri-food continuum (farm to plate) and within specific food sectors. When a program specifically targets areas of past non-compliance or responds to complaints, the compliance levels identified cannot be fairly considered against the industry-wide compliance. Hence, while clearly indicated in the report, these targets are not reported in the same manner as results of broader monitoring programs. The CFIA strives to promote improved industry compliance on a year-to-year basis and has an enforcement and compliance strategy to address all instances of non-compliance. Results achieved against targets, as well as non-targeted performance information are reported in the following section of this report.

The 2006–07 *Performance Report* is the second report in which the CFIA reported results against targets that were established in 2005–06. To more comprehensively report on its core performance in the future, the CFIA plans to expand and further refine these targets. As a first step, the CFIA refined its Strategic Outcomes and Program Activities — approved in May 2007 by Treasury Board. Subsequent to this, the CFIA began reviewing its Performance Measurement Framework consistent with the Treasury Board *Management Resources and Results Structure Policy* implementation with the intention of reviewing and building upon the targets and indicators set in 2005–06.

Table 2.1.1 — Rating Summary of Data Systems and Process Controls

Data Systems and Controls Rating	Definition	Number of Data Systems and Controls
Good	Has clearly defined policies and procedures in place	31
Reasonable	Has compensating controls in place to make up for lack of defined policies/procedures	12
Weak	Has no defined policies/procedures or compensating controls in place	1

Assessment of Compliance

As a regulatory agency, the principal means by which the CFIA carries out its mandate is by measuring rates of compliance with Canadian food, animal, and plant regulatory requirements. The CFIA promotes compliance by conducting inspections, audits, product sampling and verifications. The CFIA also carries out education and awareness activities to increase regulated parties' understanding of statutory requirements and standards. Compliance rates are an indicator of the extent to which industry has adhered to federal acts and regulations. The CFIA takes a number of approaches to assessing compliance. These include:

- *Monitoring approach*: Establishments or products are inspected, sampled and tested in such a way that the resulting compliance rates are representative of the CFIA-regulated population. Monitoring programs provide an accurate overview of compliance in the marketplace in general.
- *Targeted approach*: In cases where monitoring has identified specific compliance problems, the CFIA takes a targeted approach to inspections, sampling and testing by focusing on the problem area and areas of highest risk. Non-compliant establishments or products are often sought out for the targeted approach to better define problem areas and reasons for non-compliance. For this reason, compliance rates of targeted programs are typically lower. Improved compliance is promoted through enforcement actions.
- *Investigative approach*: Compliance is assessed for the purposes of prosecution for non-compliance. Investigations involve gathering evidence and information from a variety of sources considered relevant to a suspected violation or offence.

The compliance result of a targeted program is qualitatively different from that of a monitoring program in terms of its implications for food safety, animal health or plant protection. The compliance tool chosen by the CFIA is thus based on risk. Where compliance rates appear in this report, the approach used to assess compliance is noted.

The complexity of the agri-food sector and the inherent variability of the biological and production systems underpinning it are such that some degree of non-compliance is inevitable. A compliance rate of less than 100% means that some proportion of the facilities or products inspected by the CFIA has failed to meet certain requirements or standards as defined by the regulations. Major variances have the potential to pose a significant risk to human, animal or plant health and/or other program objectives. These are always met with vigorous enforcement actions to assure protection of Canadians and the plant and animal resource base. Some deficiencies represent "minor" variances and do not pose a significant risk to human, animal or plant health.

2.2 Office of the Auditor General Reports

The Auditor General's assessment of CFIA's performance information is presented in Section 2.2.2 of this report. This information, which is presented in Section 2.3, has not been audited; the assessment is done only at a review level of assurance.

The Auditor General's audit opinion on the CFIA financial statements is presented in Section 3.5.1 of this *Performance Report*. These audited statements are presented in Section 3.5.

The Auditor General has not reported on other sections of this report.

2.2.1 Management Representation Statement

The Canadian Food Inspection Agency's (CFIA) *Performance Report* for the year ending March 31st, 2007, was prepared under the direction of the President and the Executive Management Committee of the CFIA and approved by the Minister of Agriculture and Agri-Food Canada. In accordance with the *Canadian Food Inspection Agency Act*, the report also includes an assessment of the fairness and reliability of the performance information conducted by the Auditor General of Canada.

I submit for tabling in Parliament, the 2006–07 *Performance Report* for the Canadian Food Inspection Agency.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2007–08 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the Agency's Strategic Outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers for the Estimates and the Public Accounts of Canada.



Carole Swan

President

2.2.2 Auditor General's Assessment of Performance Information

Auditor General of Canada
Vérificatrice générale du Canada

AUDITOR GENERAL'S ASSESSMENT
of Performance Information in the Canadian Food Inspection Agency's 2006-2007 Performance Report

To the President of the Canadian Food Inspection Agency and the Minister of Agriculture and Agri-Food

What I Assessed

As required by the *Canadian Food Inspection Agency Act*, I have assessed the fairness and reliability of the Canadian Food Inspection Agency's performance information for 2006-2007 with respect to the objectives established in its corporate business plan.

Management's Responsibility

The performance information reported in the Agency's performance report is the responsibility of management.

My Responsibility

My responsibility is to assess the fairness and reliability of the performance information included in the Agency's performance report against the objectives established in its corporate plan.

My assessment covered only the performance information included in the section 2.3 of its performance report titled "Performance by Strategic Outcome". My assessment did not include the objectives set out in the corporate plan or information referenced by Web links included in the report. My responsibility does not extend to assessing or commenting on the Agency's actual performance.

The Nature of My Assessment

My assessment consisted of a review performed in accordance with the standards for assurance engagements established by the Canadian Institute of Chartered Accountants. The assessment consisted primarily of enquiry, analytical procedures, and discussion related to the performance information. I conducted this assessment using the criteria for the assessment of fairness and reliability described in the Annex.

An assessment based on a review provides a moderate level of assurance and does not constitute an audit. Consequently I do not express an audit opinion on the Agency's performance information.

Conclusion

Based on my assessment, nothing has come to my attention that causes me to believe that the Agency's performance information for 2006-2007, with respect to the objectives established in its corporate business plan, is not, in all significant respects, fair and reliable using the criteria described in the Annex to this report.

Sheila Fraser

Sheila Fraser, FCA
Auditor General of Canada

Ottawa, Canada
August 23, 2007

ANNEX

Criteria for the Assessment of Fairness and Reliability
Office of the Auditor General of Canada

The following criteria were developed to assess the fairness and reliability of the information about the Agency's performance with respect to the objectives in its corporate business plan. Two key issues were addressed: Has the Agency reported on its performance with respect to its objectives? Is that information fair and reliable? Performance information with respect to objectives is fair and reliable if it enables Parliament and the public to judge how well the entity or program in question is performing against the objectives it set out to accomplish.

FAIRNESS

Relevant	The performance information reports in context, tangible, and important accomplishments against objectives and costs.
Meaningful	The performance information clearly describes expectations and provides benchmarks against which performance is compared.
Attributable	The performance information demonstrates why the program has made a difference.
Balanced	A representative and clear picture of performance is presented, which does not mislead the reader.

RELIABILITY

Reliable	The performance information adequately reflects the facts

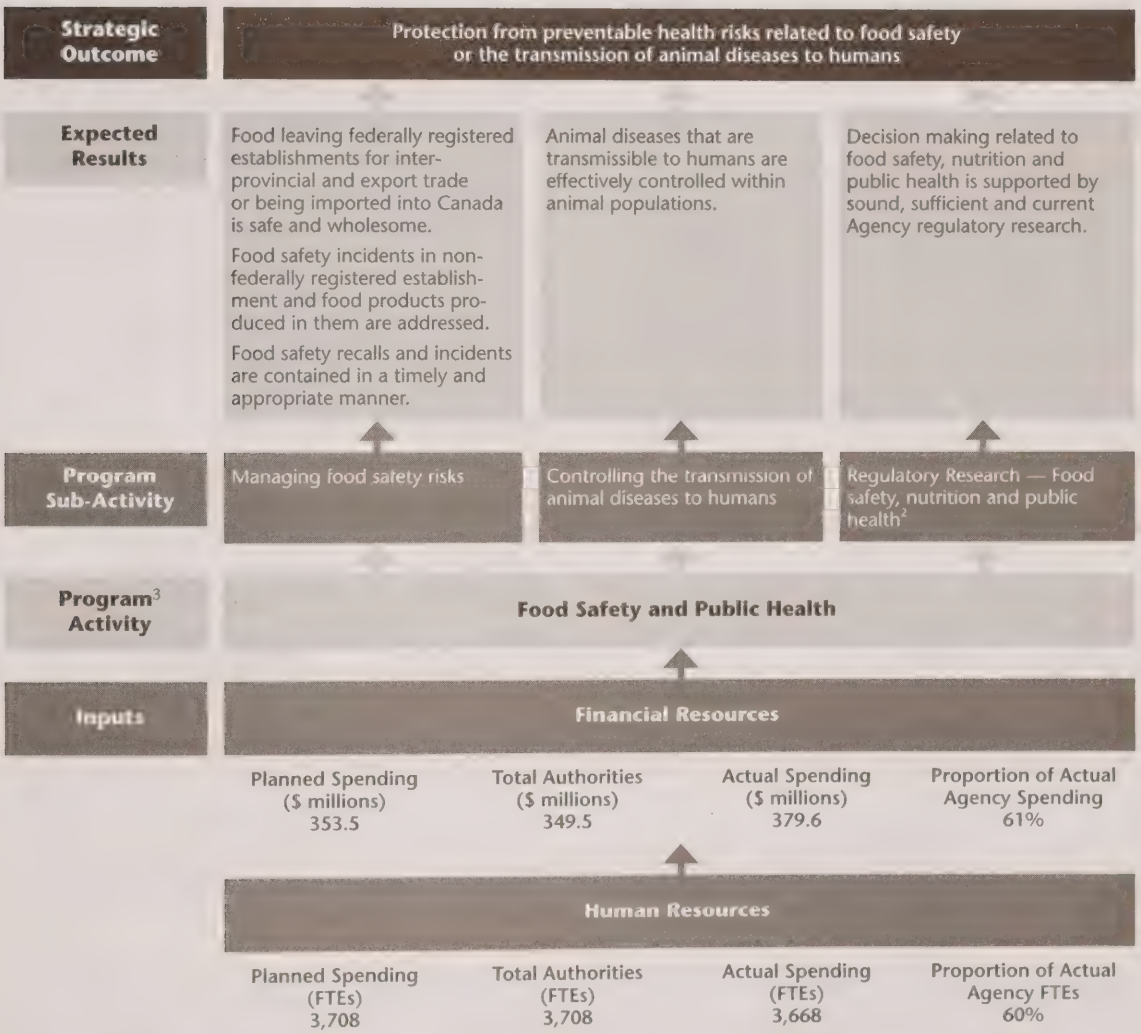
These criteria were developed specifically for the assessment. The Canadian Food Inspection Agency has acknowledged that they were suitable for the assessment.

More information on the criteria will be available on our Web site at http://www.oag-bvg.gc.ca/

2.3 Performance by Strategic Outcome

The CFIA presents its performance information based on the Program Activity Architecture, in line with the presentation of planning information in the *Report on Plans and Priorities*. For each Strategic Outcome, the CFIA sets the results context in terms of outcomes for Canadians and elaborates the performance story at the Program Activity level. The focus is on program sub-activities, as the CFIA has identified expected results at this level. Balanced performance information is provided for each expected result in support of demonstrating progress towards achieving the overarching Strategic Outcome.

2.3.1 Strategic Outcome: Protection from preventable health risks related to food safety or the transmission of animal diseases to humans



2 In the Agency's effort to focus performance reporting on strategic level outcomes, and due to the activity-based nature of Regulatory Research, these activities have been reported in Section 3.3.

3 The Agency recognizes that assessing the fairness of performance information requires consideration of relevance. Performance information is relevant if reported results are focused on outcomes within related program activity and outputs identified. As the Treasury Board *Management, Resources and Results Structure Policy* (MRRS) does not require output statements for the 2006–07 reporting period, outputs have not been included in the results chain for 2006–07. The recent review and revision of the Agency's 2008–09 PAA will include outputs; therefore, outputs will be included in the results chains for the 2008–09 reporting period.

Results achieved: In 2006–07, the CFIA met or exceeded 14 of the 18 performance targets established under this Strategic Outcome. These achievements, combined with the CFIA's non-targeted performance, including its effective response to crises (which cannot be measured against targets), have contributed to the CFIA meeting its expected results and therefore playing a significant role in providing protection from preventable health risks related to food safety or the transmission of animal diseases to humans.

The CFIA, along with many federal, provincial, territorial and municipal organizations, is working to protect the health of Canadians. The CFIA's primary contribution is helping to ensure that food is safe, that consumers have appropriate information on which to base healthy food choices and that the risk of contracting animal diseases (e.g., Avian Influenza (AI)) is minimized.

To achieve this outcome, the CFIA works in collaboration with a number of partners and stakeholders, including Health Canada (HC), the Public Health Agency of Canada (PHAC), Agriculture and Agri-Food Canada (AAFC), and provincial and territorial governments.

In 2006–07, the CFIA spent approximately 61% of its budget to achieve this Strategic Outcome.

2.3.1a Program Sub-Activity: Managing food safety risks

In managing food safety risks at the federal level, the CFIA is responsible for food inspection and compliance activities, and Health Canada is responsible for the development of food safety policies, standards and regulations, which the Agency enforces.

Of the $379.6 million the Agency spent to achieve this Strategic Outcome in 2006–07, approximately $284.0 million was devoted to managing food safety risks.

Expected Result: *Food leaving federally registered establishments for inter-provincial and export trade, or being imported, is safe and wholesome*

Inspection is a critical element in ensuring that domestic and imported food products do not pose a significant threat to the health of Canadians. The CFIA inspects federally registered food establishments and food products to verify that food traded inter-provincially and internationally, or food imported into Canada, is safe and wholesome. The CFIA identifies and focuses its inspection activities on high-risk sectors and commodities as part of its proactive risk-management approach.

Establishment inspections

In order to ship certain products to other provinces and countries, food processing plants must be federally registered. Generally each establishment is subject to an initial and an annual registration process to confirm that critical systems and controls are in place. The CFIA inspects these plants regularly to ensure that they comply with federal regulations. The level of inspection depends on the spectrum of risks managed by the Agency, with higher-risk products or manufacturing processes receiving more attention. While most facilities are inspected at least once each year, some are inspected every day.

Table 2.3.1a.1 — Financial Resources: *Managing food safety risks*

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
283.2	272.4	284.0	46%

The CFIA works toward having industry achieve full compliance with legislative requirements. However, with the complexity and inherent variability of the agriculture and food processing and distribution sectors, some degree of non-compliance is inevitable. The CFIA, therefore, focuses its inspection work on systems, processes and facilities that have the most direct effect on the safety of the product. The CFIA's working assumption is that as industry improves compliance, food safety risks will diminish.

When CFIA inspectors detect non-compliance, the processing establishment is required to correct the related deficiencies. Serious deficiencies are corrected on a priority basis, and in some cases, production is stopped and products are recalled from the marketplace. Non-compliant facilities are subject to re-inspection to confirm that they have taken corrective steps identified by inspectors.

The target compliance rates for various commodities requiring federally registered establishments are listed in Table 2.3.1a.2.

In 2006–07, CFIA monitoring inspections indicated a high level of compliance in the federally registered sector. These compliance rates provide assurance that the risks to food safety in the registered sector are well managed and, as a result, that the food it produces is safe.

The target for federally registered establishment compliance was met in the meat, fish and seafood, and the shell egg programs. It was not met for processed foods or dairy, although the dairy sector showed signs of improvement from 2005–06.

As of December 2005, the meat slaughter and processing industry moved to a new food safety control system (Hazard Analysis Critical Control Point system or HACCP). Under the HACCP inspection system, industry identifies specific hazards and measures for their control to ensure the safety of food. CFIA inspectors evaluate industry compliance to regulatory requirements through audits, inspections and sampling. The change to the more demanding HACCP system was a significant one for the industry and a concerted effort involving CFIA inspection staff

Table 2.3.1a.2 — Federally Registered Establishment Compliance Rates

Sector	Number of Federally Registered Establishments as of March 31, 2007	Targets		Results		Data Systems and Controls	Met/ Exceeded (√) Not Met (X)
		2005–06	2006–07	2005–06	2006–07		
Meat	771	None	≥ 98%*	87%	99%	Good	√
Fish and seafood	901	≥ 99%	≥ 99%	99%	>99%	Good	√
Processed products	614	≥ 98%	≥ 98%	97%	96%	Not rated	X
Shell egg	260	≥ 99%	≥ 99%	98%	99%	Good	√
Dairy	284	≥ 99%	≥ 99%	86%	97%	Not rated	X

* The target for industry compliance in the Meat sector was initially set according to inspection procedures that have changed. In 2005–06, the compliance rate was calculated in accordance with the new inspection procedures but the target was not revised. In 2006–07, the target was revised to take into consideration the new inspection procedures as well as aligning the meat sector's target to the other sectors for uniformity.

Source: Food Safety Enhancement Program National Tracking Reports, Client Management Systems, Multi-Commodity Activity Program

and industry management helped to improve the rate of compliance during the transitional phase. As of the end of 2006–07, almost all federally registered meat establishments were in compliance with the HACCP system, with compliance rates rising from 87% in 2005–06 to 99% in 2006–07. The CFIA will undertake proceedings to cancel the licence of establishments unable to demonstrate satisfactory compliance.

For the second year in a row, compliance rates in fish and seafood establishments remained at 99% or greater. The compliance rate for fish and seafood is "post-corrective action" meaning establishments that have undertaken corrective actions before the end of the reporting period, resulting in compliance, are included. The high rate of compliance (post-corrective action) in the monitoring of domestic fish and seafood establishments demonstrates the ability of non-compliant facilities to collaborate with the Agency to implement acceptable corrective actions, which result in domestic products that meet health and safety standards. In addition to the public health benefits, this high compliance rate also results in economic benefits for Canadians, in terms of market access for these products.

The decrease in compliance this past year by 1%, from 97% (2005–06) to 96% (2006–07), for processed products establishment inspection is a direct result of the implementation of a consistency project that has highlighted a number of additional elements which must be noted as deficiencies by inspectors. This improved process provides a higher quality of compliance overall, however, it has resulted in an increased number of deficiencies being noted in the short term. The CFIA is in the process of updating the Establishment Inspection Manual to improve clarity and to ensure continued consistency in the application of regulations.

For the shell egg sector, CFIA has established a target of 99%. The CFIA fully met its expected target for this sector. This is an improvement of 1% over last year's results, reflecting CFIA's continuing endeavours to improve compliance and ensure the health and safety of Canadians.

Compliance for the dairy program has increased from 86% to 97% over the past year but is not yet meeting its 99% target. In the year 2005–06, the dairy program introduced new control standards and inspection approaches that resulted in an overall reduction of compliance due to the more comprehensive controls. As the industry has adjusted to the new control and inspection approaches, the compliance rate for federally registered dairy establishments has climbed to just below the target during the 2006–07 reporting period.

By ensuring maximum compliance in federally inspected establishments, the CFIA helps to protect Canadians from preventable health risks related to food safety.

HACCP Recognition[4]

In order for a meat establishment to be granted the mandatory HACCP recognition, the establishment must be proven to meet a variety of conditions outlined by regulation. As of the end of the 2006–07 reporting period, all of the 742 federally registered meat and poultry establishments had been evaluated by the CFIA to ensure compliance with the requirement to adopt the HACCP approach.

The number of federally registered establishments with recognized, voluntary HACCP systems in place also increased this year. As of March 31, 2007, the following ratios indicate the number of voluntary HACCP systems put in place, by commodity: 52[5] processed product establishments out of a possible 614; 18 egg establishments out of a possible 281; 66 dairy establishments out of a possible 282;

4 HACCP: Hazard Analysis Critical Control Point, more details in Section 3.1
5 Data Systems and Controls: Reasonable

and six honey establishments out of a possible 206. The CFIA will continue to promote further adoption of the HACCP approach in the remaining voluntary establishments and to assist processors in identifying all critical stages that may affect the safety and quality of food products.

Product testing

In addition to inspecting food processing establishments, the CFIA tests regulated commodities to confirm that they comply with applicable laws and regulations. This testing assists in verifying that domestic and imported food products do not pose a significant risk to the health of Canadians.

Health Canada establishes regulations under the *Food and Drugs Act* and policies related to chemical residues in foods. These include maximum levels for pesticide residues, veterinary drug residues and environmental contaminants in food.

The CFIA's program for monitoring chemical residues has monitoring, surveillance and compliance components. In the monitoring phase, an unbiased selection of samples is taken from the normal food supply and is tested for chemical residues. The CFIA uses the monitoring data to prevent potential health hazards caused by chronic exposure to contaminants. This is done by monitoring areas of concern, examining trends of prevalence and developing effective action plans to deal with health risks. Health Canada conducts re-evaluations for pesticides and other contaminants in the food supply, to verify that standards remain appropriate or to modify standards where necessary.

Every finding of chemical residues in food products is evaluated to determine if there is a violation of Canadian standards and if the violation poses a potential health risk to consumers. Where maximum levels have not yet been established by Health Canada for specific chemical residues in particular foods, any residue found is considered to be a violation. In many cases, such violations may not pose an unacceptable health risk, however, the CFIA investigates all violations to promote compliance.

Table 2.3.1a.3 illustrates the proportion of domestic samples with compliant maximum residue levels.

Table 2.3.1a.3 — Chemical Residue Testing Compliance by Food Program

	Compliance					
	Targets		Results		Data Systems and Controls	Met/ Exceeded (√) Not Met (X)
Program	2005–06	2006–07	2005–06	2006–07		
Meat	≥ 95%	≥ 95%	96%	97%	Good	√
Fish and seafood	≥ 95%	≥ 95%	98%	96%	Reasonable	√
Fresh fruit and vegetables	≥ 95%	≥ 95%	99%	97%	Good	√
Processed products	≥ 95%	≥ 95%	99%	100%	Good	√
Honey	≥ 95%	≥ 95%	94%	92%	Good	X
Shell egg	≥ 95%	≥ 95%	93%	87%*	Good	X
Dairy	≥ 95%	≥ 95%	99%	99%	Good	√

* Chemical residue testing is only conducted on shell egg, as these eggs are used in the shell egg market as well as for processing.

Source: National Chemical Residue Monitoring Program Database and Laboratory Sample Tracking System.

The 2006–07 target for product testing (chemical residue) was set at greater or equal to 95% for all programs.

The target was met or exceeded in five of seven programs: meat (97% compliance), fish and seafood (96% compliance), fresh fruit and vegetables (97% compliance), processed products (100% compliance) and dairy (99% compliance). These results are consistent with the 2005–06 results. Slight declines in compliance (2%) for fish and seafood and fresh fruit and vegetables are likely attributable to the sample size and are not considered significant as the targets were exceeded.

The 95% target was not met in two programs: honey and shell egg. Honey had a compliance rate of 92%, down from 94% in 2005–06. Shell egg had a compliance rate of 87%, down from 93% in 2005–06. Health Canada has yet to establish maximum residue levels for both commodities and the results reflect the detection of extremely low levels of chemical residues. Accordingly, despite not meeting the target, there is no significant risk to consumers.

CFIA, in partnership with Health Canada, continues to work collaboratively to take precautionary measures such as setting working residue levels for chemical contaminants that do not yet have established maximum residue levels. Through this work the CFIA continues to safeguard the food supply for Canadians.

Enforcement

Once inspections have determined that regulated parties do not meet their legislative requirements, the CFIA responds to this non-compliance. Specific responses can be directed at the product and/or the regulated party.

In 2006–07, CFIA investigated 372 instances of non-compliance as compared with 318 in 2005–06 to the *Canada Agricultural Products Act,* the *Fish Inspection Act,* the *Food and Drugs Act,* and the *Meat Inspection Act.* Combined with investigations carried over from previous reporting periods, these investigations resulted in 48 convictions and $221,750 in fines. In 2005–06, there were 41 convictions and $95,705 in fines. The number of enforcement actions is only a partial indicator for measuring the effectiveness of CFIA's continuum of enforcement work such as the issuance of detentions, seizures and warning letters.

> **Expected Result:** *Food safety incidents in non-federally registered facilities and food products in them are addressed*

The "non-federally registered" food sector covers a wide range of products, including infant foods, alcoholic beverages, bakery products and cereal products. The establishments that produce these products are not federally registered. Jurisdiction over the non-registered sector is shared between the federal, provincial and territorial governments. The CFIA enforces the food safety provisions of the *Food and Drugs Act* and regulations for foods in this sector. The CFIA monitors non-federally registered food sector commodities using a risk-based management model, prioritizing compliance activities in areas of high risk, enforcement actions in areas of low compliance, and gathering intelligence related to contraventions.

Central to the monitoring of non-registered products and facilities in Canada are scientific committees. These consist of food safety experts from the CFIA, Health Canada and other government departments and agencies. These committees evaluate potential risks to food safety, and strategies to assess those risks are developed on a project-by-project basis. These assessments take into account complaints from the public or industry, information relating to recalls or foodborne illness, and review of the scientific literature. The committees then identify and prioritize these risks in terms of their potential implications for food safety and develop strategies for managing them effectively.

In 2006–07, the CFIA, in collaboration with food safety experts and science committees, developed inspection projects targeting areas of high risk and prioritizing enforcement actions in areas of past low compliance. These projects were intended to improve the compliance of imported and domestic foods leaving non-federally registered establishments with health and safety standards set by Health Canada.

The target to measure activities related to the safety of food leaving non-federally registered establishments was to establish inspection projects to address ≥90% of the major health risks identified by the science committee. The CFIA exceeded this target in 2006–07 by completing projects covering 94% of the identified major health risks. The Food Safety Program developed 13 projects that addressed 16 of the 17 identified major health risks by the Food Safety Science Committee. A work specification was also developed for 2007–08 for the remaining project on Ochra-toxin in foods. Trending data are not available for this expected result as no data were collected or reported in 2005–06. Data reporting and trending for this target will be available next year.

Expected Result: *Food safety recalls and incidents are contained in a timely and appropriate manner*

The CFIA works in partnership with Health Canada, Public Health Agency of Canada, provincial public health and food/agriculture inspection agencies as well as the food industry to operate a food safety and emergency response system. This response system can be triggered by a consumer complaint, information from industry or trading partners, or the results of inspection and monitoring activities of the CFIA or provincial food inspection agencies. Potential hazards, in the form of undeclared allergens, microbiological or chemical contamination, or extraneous material are investigated and appropriate risk management actions are taken to protect consumers.

Investigations and Recall Incidents

One of the key measures that the CFIA uses to assess its performance in managing food safety risks is the time it takes to respond to situations requiring a Class 1 recall. A Class 1 recall is carried out when there is a reasonable probability that the use of, or exposure to, a food product in violation of standards will cause serious adverse health consequences or death. To determine this, the CFIA's regulatory partners, in consultation with CFIA technical experts, provide the CFIA with a risk assessment. The CFIA uses the assessment as a basis in developing a risk management strategy, of which one option could be a Class 1 recall. Once an assessment has been received that indicates there is a risk to the public and Class 1 recall is warranted, the CFIA issues a public warning within 24 hours of the recall decision — the CFIA target for timeliness. In 2006–07, as in 2005–06, the Agency met the target 100% of the time.

	2005–06	2006–07
Food Safety Investigations	2,675	2,915
Food Recall Incidents	259	246

In 2006–07, there were 2,915 food safety investigations conducted with 246 incidents resulting in recalls, a decrease from the 259 recalls issued in 2005–06.[6] The lower number of recalls is attributable to the fact that most investigations determined that the vast majority of food safety incidents had not put the public at risk.

An initial recall situation (primary recall) may lead to additional recalls (secondary recall) related to the original issue. Common factors between primary and secondary recalls may include product safety concerns or process deviations. For example, an out-of-country manufacturer recalls a product that was shipped to multiple importers. The spinach recall in the fall of 2006 is an example that involved one packer in the U.S. that shipped its products to 58 importers in Canada.

6 Data Systems and Controls: Good

There were several high-profile recall incidents in 2006–07. They were:

- *Clostridium botulinum* in imported carrot juice
- *E. Coli* 0157:H7 in fresh spinach (U.S. outbreak)
- Tampering with infant formula, processed meat products, oranges, fresh turkey and cookies
- *Salmonella* in chocolate products
- *Salmonella* on imported cantaloupes, spinach and peanut butter
- *Staphylococcus* toxin in prepared cakes (Quebec outbreak)

Additional information on food recalls can be found on the CFIA's website. This information is updated regularly. The CFIA also has a Food Recall List Service that advises our subscribers from the health industry and private sectors on food recall incidents.

The CFIA is involved in a number of public awareness initiatives to promote food safety. For example, the CFIA's on-line subscription service sent updates to 22,417 subscribers on a variety of key food allergy concerns in 2006–07. There were 2,143,940 viewings of the food recall and allergy alert pages on the CFIA website. More than 252,500 CFIA-produced food safety information publications were distributed to the public through Service Canada sites and at more than 50 public events across the country.

Public opinion research conducted in October 2006 and in March 2007 suggests that the CFIA is meeting its objective of ensuring that the public is aware of food safety risks: 82% of Canadians said that they had heard about a food recall in the last year. The research also indicates a positive link between Canadians' awareness of food recalls and their confidence in the food supply.

2.3.1b Program Sub-Activity: Controlling the transmission of animal diseases to humans

Recent emergencies have brought to the forefront the relationship between animal and human health. The CFIA, in co-operation with its partners, carries out several programs and activities to help ensure zoonotic diseases (i.e. animal diseases), that are transmissible to humans either through contact or via the food chain, are controlled in animal populations. These programs focus on early detection, rapid response, and strong domestic and international co-ordination. The key strategies relating to this sub-activity include disease surveillance, testing activities, and control measures to mitigate the risk to animal, and indirectly to human health.

Of the $379.6 million the CFIA spent to achieve this Strategic Outcome, approximately $95.6 million was devoted to control the transmission of animal diseases to humans.

Table 2.3.1b.1 — Financial Resources: *Controlling the transmission of animal diseases to humans

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
70.3	77.1	95.6	15%

* The Avian Influenza TB submission had a reference to include those resources as an item under the general Public Security and Anti-Terrorism Framework. Hence, the Planned Spending and Authorities figures for Preparing for Emergencies reflect the increased funding ($31 million and $28.8 million, respectively) related to Avian and Pandemic Preparedness. The Actual Spending figures were coded by program managers to "Protecting Canada's livestock" and "Controlling the transmission of animal diseases to humans." In 2007–08 and future years, the allocation of the budget will be realigned accordingly.

Expected Result: *Animal diseases that are transmissible to humans are effectively controlled within animal populations*

To protect the health of Canadians, it is critical that the CFIA carry out timely and effective surveillance, detection and control activities for zoonotic diseases. When the presence of a reportable disease is confirmed in Canada, the CFIA minimizes the spread of infection by implementing disease-specific biosecurity measures, including quarantines and movement controls. When eradication activities are necessary, the CFIA ensures humane destruction and appropriate disposal of affected animals, thereby minimizing the risk that susceptible livestock are exposed to potential sources of infection.

National identification tagging program: This program provides individual animal identification and herd-of-origin trace-back for cattle and bison. Every bovine animal must be identified with an official tag before leaving the herd of origin or co-mingling with cattle of other owners. The program is managed by the Canadian Cattle Identification Agency (CCIA) and mandated under the *Health of Animals Regulations*. The CCIA and CFIA work together to achieve effective control of animal disease risks associated with foodborne illnesses.

In 2006–07, the CFIA conducted inspections at feedlots, slaughterhouses and auctions to confirm compliance with the tagging regulations.[7] Compliance has remained high, with the estimated compliance rate for individual animals at all site types at 99.1%. This exceeds the target of 97% and is consistent with the 2005–06 compliance rate of 99%.

Highlight on AI

Avian Influenza

Since 2004, Canada has faced two outbreaks of AI in domestic poultry flocks, though neither of these outbreaks was of the highly pathogenic Asian H5N1 virus that has been linked to illness and death in humans in Asia, Africa, and Europe.

The CFIA continues to develop effective response strategies should it confirm that AI, regardless of the strain, is present in domestic poultry. In February 2006, the CFIA established a dedicated working group to guide and oversee the five components of the Agency's AI strategy: prevention and early detection; preparedness; partnerships; emergency response; and communications. Significant progress was made during 2006–07 in all five areas.

Prevention and early detection: The CFIA announced stronger controls over imports of live birds to Canada and continued to promote industry adoption of best practices in farm biosecurity that are recognized as a key preventative measure in reducing the introduction and spread of infectious agents into animal production. The CFIA also worked with the poultry industry and provinces to design an AI surveillance program and contributed to Canada's Wild Bird Avian Influenza Survey.

Preparedness: The CFIA strengthened its surge capacity to respond to outbreaks by creating staffing reserves, emergency response equipment stockpiles, and enhancing its information systems. The CFIA reviewed emergency response activation protocols,

7 Data Systems and Controls: Good

developing a consistent national approach, and fully implementing Level 5 protocols as of December 2006. In particular, the following achievements were made: the CFIA National Emergency Response Plan was instituted; the National Emergency Response Team was formalized; and a number of Avian Influenza Emergency Preparedness exercises were delivered. In January 2007, the Canadian Veterinary Reserve was established to identify available private sector veterinarians to help respond to animal health emergencies. The CFIA also partnered with provincial and university laboratories to improve domestic surveillance capability and early detection of AI by establishing a National Avian Influenza Laboratory Network for rapid testing and reporting.

Partnerships: The CFIA worked with provincial governments to update the joint Foreign Animal Disease Emergency Support (FADES) agreements and led the development of the Zoonotic Illness Outbreak Response Protocol to ensure a co-ordinated federal government response in the event of zoonotic disease outbreaks. The CFIA also worked with the World Organisation for Animal Health to develop new international biosecurity guidelines for raising, handling and transporting influenza-susceptible animals.

Emergency response: In 2006–07, the CFIA developed the National Emergency Response Plan and other emergency response plans to address an outbreak of highly pathogenic AI in domestic poultry. An AI National Emergency Response Team was pre-identified, consisting of key personnel familiar with Incident Command Systems. The Agency also worked with federally registered food processing establishments to enhance preparedness of this sector, developing food safety guidelines and movement procedures for poultry products in the event of an outbreak.

Several additional key plans were developed for responding to foreign animal disease outbreaks such as the Animal Health Functional Plan and the Notifiable Avian Influenza Hazard Specific Plan. Emergency procedural documents relating to humane destruction of birds, disposal, cleaning and decontamination were also prepared. In addition, the CFIA initiated procurement of 10 million doses of poultry vaccine to be stored at key locations in Canada, should traditional disease control measures be overwhelmed.

Communications: Regular AI updates and a notification service were introduced on the CFIA's website. A travellers' campaign and a biosecurity campaign were launched to address two of the most likely pathways for the introduction of highly pathogenic AI into Canada. Activities for the Travellers' Biosecurity Campaign included advertising and distributing information materials through travel agents, airlines and at international points of entry. Information materials, including a calendar, brochures and posters were developed for the biosecurity campaign and distributed to small flock owners through feed producers and hatcheries.

Highlight on BSE[8]

Bovine Spongiform Encephalopathy

Controlling BSE disease is critical — for animal and public health, domestic and international confidence in the integrity of Canada's food safety programs, and for the economy. BSE became a reportable disease in 1990 and an active surveillance program for the disease was implemented in 1992. The provinces, industry, universities and private-sector veterinarians have collaborated with the CFIA in BSE surveillance and testing work.

In 2006–07, the CFIA carried out a number of activities to strengthen Canada's scientific and policy response to BSE in order to improve detection, evaluate the effectiveness of measures in place, and provide the foundation for maintaining consumer and international confidence in Canadian animals and animal products. The CFIA also devoted much effort to developing appropriate indicators to track performance, and to building systems needed to collect performance information and to report on the results of its BSE programs.

The CFIA's enhanced BSE programs are grouped into four program areas: surveillance and testing; enhanced tracking and tracing; removing specified risk material from the food chain; and re-opening international markets.

Surveillance and testing:[9] Since its inception and implementation in 1992, the design of the national BSE surveillance program has been based on internationally recognized risk factors and delivered through the collaborative efforts of federal and provincial governments, universities and private veterinary practitioners. The program has been developed in accordance with international standards and reflects the demographics of the Canadian cattle population.

Historically, the level of BSE testing has exceeded the international guidelines recommended by the Office International des Épizooties (OIE),[10] the World Organisation for Animal Health, and was appropriate to a country with no cases of BSE. In this context, the level of testing conducted was designed to satisfy a single objective: to determine whether BSE was present in Canada.

In 2003, the national BSE surveillance program confirmed BSE in a cow indigenous to Canada. This sentinel event signalled unknown prevalence of the disease and precipitated a significant increase in surveillance testing to determine the level of BSE within the national cattle population. On January 9, 2004, the government announced that BSE surveillance testing would be increased to include as many high-risk animals as possible, targeting a minimum of 8,000 samples during 2004, and a minimum of 30,000 samples in subsequent years. The level and design of this enhanced program continue to be in full accordance with the guidelines recommended by the OIE. Under the program, the high-risk cattle population that is targeted for evaluation reflects the demographics and distribution of the entire cattle population in Canada.

From January 1, 2006, to December 31, 2006, 55,420 samples were evaluated by a network of federal, provincial and university laboratories. Since the enhanced BSE surveillance program was implemented

---

8 In order to further improve reporting to Canadians on BSE, the Agency will develop outcome based performance targets as part of its review of the Agency's Performance Measurement Framework in Fall, 2007.

9 Data Systems and Controls: Good

10 Although the Office International de Épizooties (OIE) became officially known as the World Organisation for Animal Health in 2005, it has retained the common usage acronym, OIE, which appears in this document.

in January 2004, over 136,700 samples have been evaluated for this disease. This illustrates the CFIA's success in scaling up its surveillance testing program as well as the high degree of support the national BSE surveillance program receives from all levels of government and from producers, private veterinarians and industry stakeholders.

The result of the national BSE surveillance program during 2006–07 was the detection of five cases of BSE as compared with one case in 2005–06. In all instances, the CFIA conducted a comprehensive animal and feed investigation which, in accordance with international science-based guidelines, resulted in the identification and removal of animals of equivalent risk to the BSE-affected cattle. The detection of these cases did not change any of Canada's BSE risk parameters and was wholly consistent with the experience of other BSE-affected countries. The locations and ages of the animals involved were consistent with previous cases detected in Canada and in this context did not contribute any new information with respect to the broader international understanding of this disease. The BSE surveillance results continue to reflect an extremely low level of BSE in Canada.

Based on these results for 2006–07, the annual incidence rate of BSE was determined to be 0.795 cases per million animals over two years of age as compared to 0.0145 for 2005–06. However, changes to international guidelines, implemented in 2006, have diminished the significance of this calculation. In May 2006, the OIE member countries, of which there are 168, adopted revisions to existing guidelines. The revisions removed reference to disease incidence and established a process to recognize countries as meeting the criteria of one of three possible categories with respect to BSE risk. These changes correctly emphasize a country's response to BSE as more important than the incidence of disease, and in this context, that safe trade between BSE-affected countries can be realized based on effective risk mitigation. In May 2007, Canada received confirmation that it has been categorized by the OIE as a controlled BSE-risk country, reflecting the effectiveness of Canada's surveillance, mitigation and eradication measures, and the efforts of all stakeholders.

Enhanced Tracking and Tracing Program: The CFIA is an active participant in the development of the National Agriculture and Food Traceability System (NAFTS) starting with livestock (prioritized species are cattle, sheep and hogs) and poultry. Tracking the movement of cattle is an essential step in the control and eradication of animal disease, and in preventing the transmission of animal disease to humans. Since 2004, there has been a mandatory identification system for cattle in Canada under the Health of Animals regulation. The CFIA monitors and enforces compliance to the criteria as defined in the regulation at the point of entry into the food chain.

Removing "Specified Risk Material" (SRM) from the food chain: Material from particular tissues, such as the brain, spinal cord or small intestine can harbour the BSE agent. The most effective food safety measure to protect humans from BSE exposure is to remove this material when animals are slaughtered. The CFIA monitors inspections of all federally registered establishments to confirm the removal of Specified Risk Material during slaughtering.[11] Failure to comply can lead to the suspension and/or cancellation of the facility's licence to operate.

In 2006–07, a total of 11,241 ratings were completed for three key tasks related to the removal of Specified Risk Materials. The ratings indicated that the established

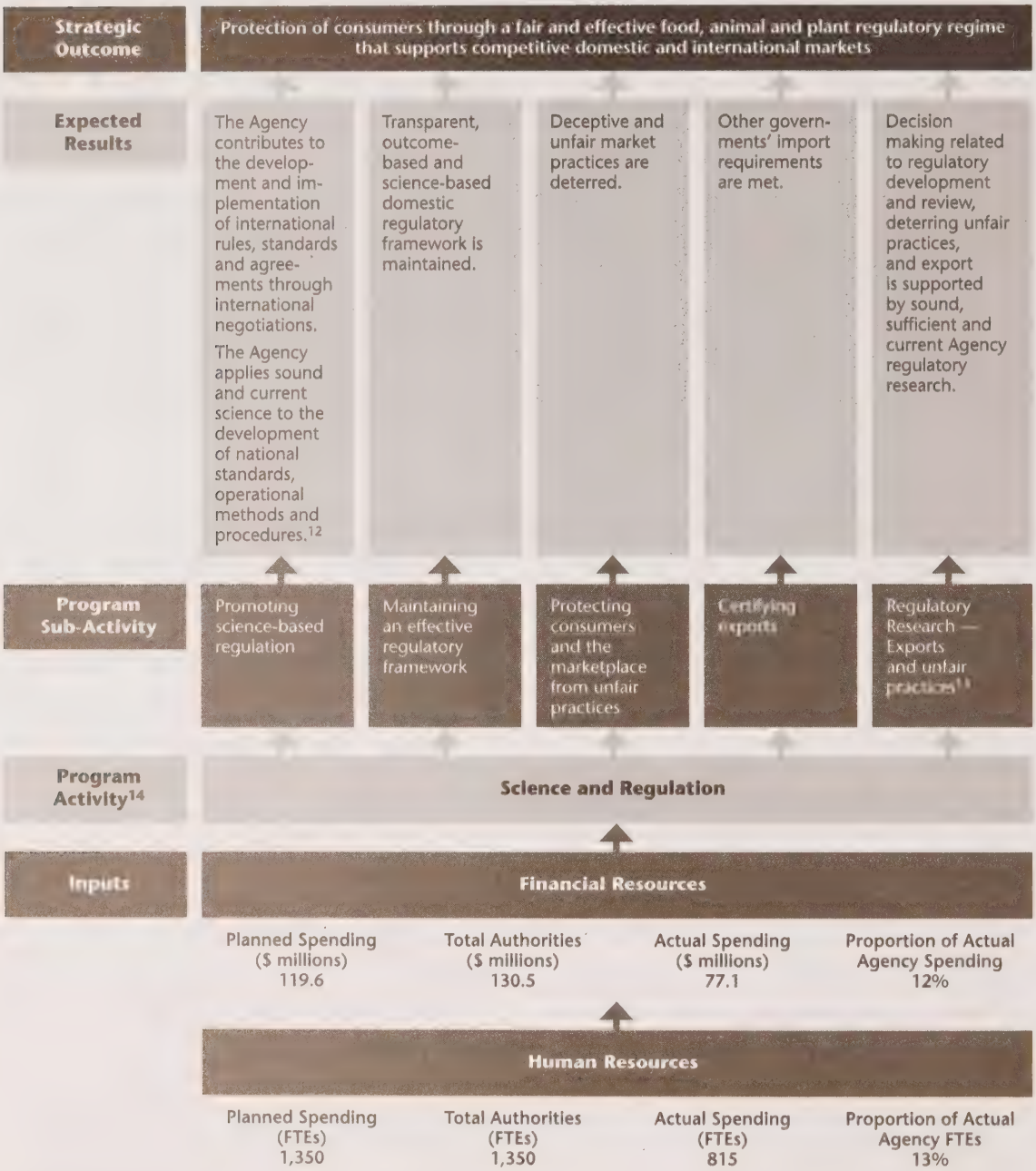
[11] Data Systems and Controls: Reasonable

compliance target of 97% in federally registered plants had been met and maintained from the 2005–06 reporting period. The target includes minor and major deviations: of the 11,241 ratings completed, 99% had no major deviations and none were critical in nature, therefore no licences were suspended or revoked. In the 84 cases where major deviations occurred, corrective action plans were implemented immediately.

Re-opening international markets: Demonstration of the overall integrity of Canada's inspection controls is the foundation for trading partners to provide market access to Canadian animals and animal products. Since the identification of the first case of BSE in 2003, 24 markets that had imposed restrictions on Canadian beef exports were subsequently lifted either in full or in part by March 31, 2007.

As of March 31, 2007, the CFIA had made significant progress in implementing the AI- and BSE-related recommendations. For further information on this progress, please refer to the relevant discussions under Strategy: Disease surveillance and eradication activities. Further recommendations will be implemented in 2007–08 and reported upon in the 2007–08 *Performance Report*.

2.3.2 Strategic Outcome: Protection of consumers through a fair and effective food, animal and plant regulatory regime that supports competitive domestic and international markets



12 In the Agency's effort to focus performance reporting on more strategic level outcomes, and due to the activity-based nature of this expected result, these activities have been reported in Section 3.1.

13 In the Agency's effort to focus performance reporting on more strategic level outcomes, and due to the activity-based nature of Regulatory Research, these activities have been reported in Section 3.3.

14 The Agency recognizes that assessing the fairness of performance information requires consideration of relevance. Performance information is relevant if reported results are focused on outcomes within the related Program Activity and outputs identified. As the Treasury Board *Management, Resources and Results Structure Policy* (MRRS) does not require output statements for the 2006–07 reporting period, outputs have not been included in the results chain for 2006–07. The recent review and revision of the Agency's 2008–09 PAA will include outputs; therefore outputs will be included in the results chains for the 2008–09 reporting period.

Results achieved: In 2006–07, the CFIA met 6 of the 7 performance targets established under this Strategic Outcome, while continuously improving in the areas where needed improvements were identified. This achievement combined with the CFIA's non-targeted performance, such as collaborating with its various partners to develop effective standards, methods and procedures and enforcing fair labelling practices, has assisted the CFIA in meeting its expected results. Therefore, the CFIA has supported the delivery of a fair and effective regulatory regime.

A fair and effective regulatory regime for food safety, animal health and plant protection is critical to consumer confidence and to Canada's economy. It contributes to a competitive marketplace and protects consumers from unfair practices. It also helps to facilitate the access of Canadian products to foreign markets, thereby maintaining or expanding growth in international trade. As the primary federal regulator of food, animals, plants and related products, the CFIA is committed to promoting a regulatory regime that is fair and effective.

Prior to export, international convention requires the certification of quality, safety and other related standards by a national-level, competent public authority for many commodities including fish, meat, animals, and plant products. The CFIA is Canada's regulatory authority for providing such certification. The CFIA works collaboratively with Health Canada and Foreign Affairs and International Trade Canada, among others, to fulfill this responsibility.

The activities related to achieving this Strategic Outcome work to enable all of the strategic outcomes under CFIA's responsibility. The activities also contribute to strong international, science-based regulations, and are designed to mitigate the risks associated with failing to maintain and update the domestic legislative framework in Canada.

In 2006–07, the CFIA spent approximately 12% of its budget to achieve this Strategic Outcome.

2.3.2a Program Sub-Activity: Promoting science-based regulation

The activities related to this sub-activity are drivers for the development of national and international science-based standards, operational methods and procedures. These activities are critical to expanding Canada's access to global markets because they influence the development of international standards related to food safety and consumer protection, animal health and plant protection. These activities are also directly linked to the government's priorities for public health, economic growth, environmental protection and public security.

Of the $77.1 million the CFIA spent to achieve this Strategic Outcome, approximately $16.8 million was devoted to promoting science-based regulation.

> **Expected Result:** *The Agency contributes to the development and implementation of international rules, standards and agreements through international negotiations*[15]

Canadians benefit from safe food, a secure plant and animal resource base, and a protected environment. Science-based rules that are

Table 2.3.2a.1 — Financial Resources: ***Promoting science-based regulation***

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
51.0	55.8	16.8	3%

15 The CFIA recognizes that this Expected Result is activity-based and not outcome-based. However, given that the expected result was presented in the *Report on Plans and Priorities*, the Agency must report on the results in this *Performance Report*. A recently conducted review and revision of the Agency's PAA, including the development of outcome-based Expected Results, will address this issue in the future.

applied in a predictable, transparent and non-discriminatory manner on both domestic and international levels help to achieve these benefits for Canadians. The CFIA works bilaterally and multilaterally with a number of international partners to remain at the forefront of scientific developments and to advance sound, science-based decisions and policies at the international level.

In 2006–07, the Agency made significant contributions to the development of international rules and standards and advanced a number of bilateral issues in the following areas:

World Trade Organization — Sanitary and Phytosanitary Measures

The World Trade Organization (WTO) deals with the rules of trade between nations at a near-global level. Within the WTO there is an agreement on Sanitary and Phytosanitary or SPS Measures, which outlines how governments can apply food safety and animal health and plant health (SPS) measures on trade. The CFIA is the Government of Canada lead for the World Trade Organization *Agreement on the Application of Sanitary and Phytosanitary Measures* (SPS Agreement). An SPS Measure is any measure applied:

> To protect animal or plant life or health, within the territory of the member, for risks arising from entry, establishment or spread of pests, diseases, disease-carrying organisms or disease-causing organisms;
>
> To protect human or animal life or health, within the territory of the member, from risks arising for additives, contaminants, toxins or disease-causing organisms in foods, beverages or feedstuffs;
>
> To protect human life or health within the territory of the member from risks arising from diseases carried by animals, plants or products thereof, or from the entry, establishment or spread of pests; or
>
> To prevent or limit other damage within the territory of the member, from the entry, establishment or spread of pests.

The CFIA co-ordinates the implementation of SPS Measures to ensure they are consistent with Canada's obligations under the WTO, including implementation by other federal departments and agencies, provincial, and regional bodies. In 2006–07, the CFIA led Canada's participation at the three WTO SPS Committee meetings. The Committee is the key forum for discussing implementation of the WTO SPS Agreement and for raising SPS-related trade concerns in a multilateral environment.

World Organisation for Animal Health (OIE)

The OIE is an organization whose main objectives are to ensure transparency in the global status of animal disease and zoonotics and, through a number of activities, to safeguard world trade by publishing health standards for international trade in animals and animal products.

As a member country, Canada is a key player in OIE standard-setting processes and has access to early notification of animal disease outbreaks that may affect trade.

Canadian experts, as members of OIE ad hoc groups, have helped set standards in areas such as epidemiology. Twice a year, through the Office of the Chief Veterinary Officer, the CFIA undertakes an inclusive consultation process on new and/or revised standards developed by the OIE. The consultative process involves several federal departments and agencies, provincial jurisdictions, national industry associations and non-governmental organizations that prepare and submit comments on the standards.

Canada also works internationally with a number of OIE-member countries to build consensus for the adoption of standards at the annual General Session of the OIE. The CFIA leads Canada's participation at the annual General Session of the International Committee of the OIE every May. The General Session provides for the adoption of new or revised standards published in the Terrestrial and Aquatic Animal Health Codes, and as such, concludes the annual cycle of development of international science-based standards for animal, public and eco-system health and for the safe trade of animals and animal products in international commerce. Canada currently serves as an elected member of the OIE Administrative Commission for 2006–09.

Codex Alimentarius Commission

Codex is an international standard-setting organization created by the Food & Agriculture Organization (FAO) of the United Nations and the World Health Organization (WHO), whose mandate is to develop food standards to protect the health of consumers and to facilitate fair practices in international food trade. Codex standards, codes of practice and guidelines serve as the WTO–SPS Agreement reference point for food safety. Through its participation in Codex, the CFIA influences the development of international standards and related texts to reflect Canadian objectives for safe food and fair trade practices, and to ensure adopted standards are based on sound science and result in a fair and effective international regulatory framework for food. The CFIA serves as the Chair of the Codex Committee on Food Labelling and, with other departments, supports hosting committee meetings in Canada.

International Plant Protection Convention (IPPC)

The IPPC is an international treaty to secure action to prevent the introduction and spread of pests of plants products and to promote appropriate measures for their control. Through proactive involvement in this international treaty, the CFIA has contributed to the development of several international standards for Phytosanitary Measures. These standards facilitate exports of Canadian plants and plant products, while improving risk management related to imports to Canada. Canada currently holds the vice chair position of the Bureau to the Commission of Phytosanitary Measures, which governs the International Plant Protection Convention.

North American Plant Protection Organization (NAPPO)

NAPPO provides a continental approach to plant protection by affording a means of sharing information and furthering common goals in plant health activities. The CFIA is actively engaged in the development of North American regional standards, such as standards for the certification of commercial arthropod biological control agents, and for the import and confined release of transgenic arthropods. The CFIA is also leading the development of guidelines for the screening of potential invasive plants prior to import.

Organisation for Economic Co-operation and Development (OECD) Seed Schemes

For the past two years, the CFIA has chaired the OECD seed schemes, which certify seed varietals being traded internationally to ensure consistently high-quality seed. The CFIA has also contributed to the development of international standards and programs for seeds, such as standards for canola.

2.3.2b Program Sub-Activity: Maintaining an effective regulatory framework

The key strategies related to this sub-activity include the development of regulations to maintain an effective regulatory framework that supports consumer protection and competitive domestic and international markets.

Of the $77.1 million the Agency spent to achieve this Strategic Outcome, $23.8 million was devoted to maintain an effective regulatory framework.

> **Expected Result:** *Transparent, rules-based and science-based domestic regulatory framework is maintained*[16]

The CFIA made progress toward modernizing and strengthening its internal processes for developing policy and legislation specific to mandated activities in food safety and plant and animal health. These improvements are expected to result in more fair, efficient and responsive regulatory activities. More specifically, the CFIA will continue to implement and refine a new issue identification and streaming process, which will include a thorough assessment of instrument options and early and ongoing consultation with stakeholders and partners. The process consists of several stages of committee review and affords various opportunities for challenge, at increasing levels of responsibility. The process will be assessed and improved on an ongoing basis, as opportunities for strengthening and/or streamlining are identified.

In addition, a new regulatory plan was developed and approved in the Fall of 2006. This plan positions the regulatory priorities in the context of policy priorities and resulted in adjusting the priority of some regulatory packages. Furthermore, in the interest of addressing the need for thorough consultation, openness and transparency, a number of regulatory amendments were subjected to additional consultation, including: Medicated Feeds, Humane Transport of Animals, Fresh Fruit and Vegetables — Licensing and Arbitration, and Seed Streaming and Variety Registration. In addition, there was a need to address a number of new priorities such as Golden Nematode, Sudden Oak Death, and Cheese Compositional Standards. It is expected that the outstanding priorities from 2006–07 will be moved forward to the *Canada Gazette*, Part I during 2007–08.

Legislative initiatives

Although there were no CFIA-specific legislative initiatives during 2006–07, work continued on the elaboration of options for a legislative strategy. CFIA officials worked closely with officials from Health Canada on the Health Canada Discussion Document entitled: *Towards a Regulatory Modernization Strategy for Food and Nutrition*. CFIA officials also worked closely with officials from other government departments in managing a number of Private Members' Bills with implications for the CFIA, notably: S-213 (An Act to Amend the *Criminal Code* — cruelty to animals) led by the Department of Justice; S-205 (An Act to Amend the *Food and Drugs Act* — safe drinking water), led by Health Canada; and, S-283 (An Act to Amend the *Food and Drugs Act* [food labelling]) led by Health Canada.

Table 2.3.2b.1 — Financial Resources: *Maintaining an effective regulatory framework*

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
7.0	7.6	23.8	4%

[16] The CFIA recognizes that this Expected Result is activity-based and not outcome-based. However, given that the expected result was presented in the *Report on Plans and Priorities*, the Agency must report on the results in this *Performance Report*. A recently conducted review and revision of the Agency's PAA, including the development of outcome-based Expected Results, will address this issue in the future.

Regulatory initiatives

In 2006–07, the CFIA had more than 60 proposed regulatory packages under development, spanning all Agency programs. In addition, the following CFIA regulations were published in the *Canada Gazette*, Part I and/or II, during this time frame:

- *Regulations Amending the Plant Protection Regulations (Electronic Documentation)*
- *Regulations Amending the Health of Animals Regulations and the Regulations Amending Certain Regulations Administered and Enforced by the Canadian Food Inspection Agency (import requirements)*
- *Regulations Amending the Fish Inspection Regulations (Salted fish and other provisions)*
- *Organic Products Regulations*
- *Golden Nematode Compensation Regulations*
- *Regulations Amending Certain Regulations Administered and Enforced by the CFIA (Miscellaneous Program — Standing Joint Committee for the Scrutiny of Regulations amendments)*
- *Regulations Amending the Egg Regulations (HACCP and other requirements)*
- *Regulations Amending the Licensing and Arbitration Regulations (Exemption provisions)*
- *Certain Ruminants and Their Products Importation Prohibition, No. 2 (extension)*
- *Regulations Amending Certain Regulations Administered and Enforced by the Canadian Food Inspection Agency (Feedban extension)*
- *Phytophthora Ramorum Compensation Regulations (Sudden Oak Death)*
- *Regulations Amending the Introduced Forest Pest Compensation Regulations*
- *Regulations Amending the Livestock and Poultry Carcass Grading Regulations (Bison Grading)*
- *Regulations Amending the Compensation for Destroyed Animals Regulations*
- *Regulations Amending the Seeds Regulations (Seed Standards)*
- *Anthrax Compensation Terms and Conditions, No. 2.*

CFIA will continue to ensure that regulatory infrastructures are developed to support consumer protection as well as competitive, domestic and international markets. Key regulatory initiatives undertaken during 2006–07 of particular importance to Canadians are discussed below.

Organic Products Regulations

The *Organic Products Regulations* established a system by which the CFIA, as competent authority, regulates the use of the "Canada Organic" agricultural product legend. The CFIA's partner, Agriculture and Agri-Food Canada, establishes organic standards that provide the basis for organic regulations and also plays an important role in negotiating organic equivalency standards with the European Commission.

These regulations are built on the existing system of domestic accreditation and certification bodies to provide credibility and a basis for evaluation. The introduced regulations govern the use of a new Canada Organic logo, including certification requirements, for organic agricultural products. The regulatory framework includes a mandatory organic production standard, a certification and inspection regime as well as import requirements. The Organic Production Systems General Principles and Management Standards and Organic Production Systems Permitted Substances Lists developed by the Canadian General Standards Board form the basis of the regime.

Compensation for Destroyed Animals Regulations

Compensation for Destroyed Animals Regulations were published in 2000, replacing the *Maximum Amounts for Destroyed Animals Regulations, 1992.* The maximum amounts for each animal that are listed in the schedule of the Regulations have not been substantively amended since 2000 and, as a result, the list of animals and their maximum amounts no longer reflect the Canadian animal industry profile or the current animal market values. These amendments update the list of regulated animals and adjust the maximum amounts.

Enhancing the 1997 Feed Ban

In 2006–07, the CFIA published regulatory amendments to enhance the 1997 Feed Ban through the introduction of new requirements for the removal of Specified Risk Material from all animal feeds and fertilizers. These regulations prohibit rendering, feed production, and distribution sectors from feeding most mammalian proteins to ruminant animals, such as cattle, sheep and goats. The regulations also require these sectors to follow and document production and feeding procedures. As the regulations entered into force in July 2007, the first reporting on compliance with these new requirements will occur in the 2007–08 *Performance Report.*

Meat Inspection Reform

Canada's Meat Inspection Reform is about modernizing Canada's meat inspection system. The key objectives include: maintaining the safety and suitability of Canadian meat and meat products; sustaining consumer confidence; expanding market access; providing a sound regulatory base for industry, contributing to competitiveness; and, delivering meat inspection programs in the most efficient and effective manner possible. Meat Inspection Reform consists of changes to existing federal inspection programs and the development of a Canadian Meat Hygiene Standard.

The CFIA's efforts to reform inspection activities in federally registered establishments include streamlining poultry inspection under the Modernized Poultry Inspection Program and the Poultry Rejection Project; red meat inspection under the HACCP-based Inspection Program; meat processing inspection under the Compliance Verification System; the opening (registration and licensing) of new establishments; the approval process of labels for meat products; and the issuance of electronic documents for import and export.

The Modernized Poultry Inspection Program (MPIP) was the CFIA's first inspection-reform initiative. It incorporates HACCP-based principles and objective outcome measures into inspection methodology. Three outcome-based performance standards were developed to assess compliance to MPIP. The standards are based on science and designed to identify and control potential food safety hazards throughout the process of preliminary poultry production. In 2006–07, the status of the program implementation in identified targeted establishments was 82.5% (33/40 federally registered poultry establishments). The Poultry Rejection Project builds on the HACCP foundation of the MPIP and enhances veterinary oversight of animal welfare, control of food safety hazards, and early detection of foreign animal diseases. The Compliance Verification System integrates HACCP Audit approaches with pre-existing inspection tools to provide an improved and seamless interface between the CFIA and its regulated parties.

The Canadian Meat Hygiene Standard and accompanying Technical Guidance Documents set out the legal and technical requirements to ensure the production of safe and suitable meat and meat products. They could be used as a foundation for provincial governments when amending their own meat inspections systems and will serve as a benchmark for the food safety requirements in federal meat inspection.

2.3.2c Program Sub-Activity: Protecting consumers and the marketplace from unfair practices

Under this sub-activity, the CFIA carries out various strategies that are intended to deter deceptive and unfair market practices. These include enforcing standards relating to labelling composition, net quantity and advertising, and how information is presented on the labels of food products. CFIA's strategies under this sub-activity also extend to promoting compliance with the *Seeds Act*, granting plant breeders' rights, administering licensing and providing non-biased inspections for buyers and sellers of fresh fruits and vegetables.

Of the $77.1 million the Agency spent to achieve this Strategic Outcome, approximately $16.7 million was devoted to protecting consumers and the marketplace from unfair practices.

Expected Result: *Deceptive and unfair market practices are deterred*

Fair labelling practices[17]

The Fair Labelling Practices Program protects consumers from deceptive practices (i.e. unfairly and inaccurately presenting net weight and contents through labelling) and facilitates fair competition for industry by verifying compliance with the net quantity, composition, labelling and advertising provisions of the *Food and Drug Regulations* and the *Consumer Packaging and Labelling Regulations* for both domestically produced and imported food products. This regulatory program complements similar programs in the registered sectors (i.e. meat, dairy, fish and seafood) by protecting Canadians from unfair market practices in the non-federally registered sector.

Through its technical committee process, the CFIA identifies and prioritizes potential deceptive labelling practices in the marketplace, and develops strategies to direct inspection and laboratory resources towards products and establishments that are determined as posing the greatest non-compliance risk to consumers.

The CFIA promotes compliance by conducting trader education regarding regulatory requirements, by investigating consumer and trade complaints, by inspecting and analyzing food products at the manufacturing, retail and import levels of trade, and by taking effective compliance action.

During 2006–07, 2,646 inspections of food products resulted in the identification of 12,386 violations or an average of five violations per inspection. The average of five violations per inspection represents a full spectrum of deceptive and unfair market practice situations such as net quantity, composition, adulteration, absence of mandatory label information, nutrition labelling, bilingualism, or misleading claims. This is consistent with the previous four year average of 12,150 violations. All violations resulted in appropriate enforcement action up to, and including, prosecution. Examples are detailed below.

In May 2006, a company was fined $14,000 for failing to include whey powder in the list of ingredients on the label of a food product. The failure to identify whey powder can be a significant omission as milk-based foods are a significant food allergen for a number of Canadians. The *Food and Drug Regulations*

Table 2.3.2c.1 — Financial Resources: ***Protecting consumers and the marketplace from unfair practices***

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
14.0	15.2	16.7	2%

[17] In order to further improve reporting to Canadians on Fair Labelling, the Agency will develop outcome-based performance targets as part of its review of the Agency's Performance Measurement Framework in Fall, 2007.

require that, with certain exceptions, pre-packaged multi-ingredient foods carry a list of ingredients and their components, if any, in descending order of proportion by weight of the product or, alternatively, as a percentage of the product.

In November 2006, a company was fined $4,000 for selling pre-packaged food products whose labels failed to declare the net quantity as required by the *Consumer Packaging and Labelling Act*.

The Fair Labelling Practices Program is also responsible for designing programs and tools to facilitate compliance. For example, during 2006–07, activities to implement Canada's amendments to the *Food and Drug Regulations* concerning nutrition labelling, nutrient content claims and diet-related health claims included: further development of inspection tools and tools to assist the industry in implementing these new regulations; training of industry and the CFIA's staff; and responding to many stakeholder inquiries. These activities will continue during 2007–08.

In addition to its routine compliance and enforcement efforts, the CFIA carried out a number of risk-based targeted projects (for example a retail survey) that were designed to focus inspection attention on specific commodities and compliance issues on a cyclical or sector-by-sector basis. Because targeted sampling, by definition, seeks out problem areas, the resulting compliance rates are not indicative of marketplace compliance in general, but do indicate that there is a segment of the industry not fully complying with the regulations. Examples are detailed below.

Following this sector-by-sector approach, inspection attention during 2006–07 was focused on both domestically produced and imported bakery and cereal products. Inspections of 209 companies resulted in the identification of 1,109 violations of the *Food and Drug Regulations* and the *Consumer Packaging and Labelling Act* and *Regulations*. Identified violations included: misrepresentation due to inaccurate nutrition declarations (e.g., trans fatty acid, saturated fatty acid, sodium); the presence of common food allergens not declared in the list of ingredients; and misleading highlighted ingredient and flavour claims. The results of these inspections are currently undergoing in-depth analysis. Strategies and recommendations to promote compliance across the sector will then be developed and shared with the sector.

Based on a risk-based targeted inspection approach, another project focused on olive oil. CFIA testing detected an increase in the adulteration of olive oil over the previous fiscal years. The rate of compliance in 2006–07 was 67%, compared to 83% last year and an average of 94% for the three preceding years (see chart below). While the year's compliance rate is not indicative of marketplace compliance in general because the sampling was targeted at suspected problems, it does

Table 2.3.2c.2 — Compliance Rates for Olive Oil Labelling

Year	# Brands Sampled	# Brands Showing Adulteration	% Compliance*
2006–07	45	15	66.7
2005–06	42	7	83.3
2004–05	64	5	92.0
2003–04	53	3	94.3
2002–03	49	2	95.9

* Since sampling is directed toward suspected problems, the above data are not indicative of marketplace compliance in general.

indicate that a significant volume of olive oil had been adulterated with cheaper oils such as sunflower or canola oil, or with oils derived from olive seeds rather than that from the flesh of the olive. In 2006–07, the CFIA took enforcement actions up to and including the prosecution of companies found to be in violation of regulatory standards. This is a fraudulent activity that is not welcomed by consumers and results in the properties and flavours of the oils being different than expected. One enforcement action involved fining a company $4,000 for selling extra virgin olive oil in a manner that was false or misleading.

The CFIA has legislated criminal law authorities to conduct investigations and enforcement activities under the *Consumer Packaging and Labelling Act* and the *Food and Drugs Act*. In 2006–07, the Agency investigated six instances of major non-compliance. Combined with investigations carried over from previous reporting periods, investigations resulted in 18 convictions and violators were fined a total of $12,000, which conveys the message that the CFIA is committed to ensuring consumer protection.

Seed

Under the *Seeds Act*, the CFIA regulates imported and domestic seed, certifies seed exports and registers seed varieties and seed establishments. The CFIA operates two seed laboratories that provide scientific advice and test for seed germination, varietal and mechanical purity, and seedborne diseases. The CFIA also works with the Canadian Seed Institute and the Canadian Seed Growers' Association to maintain systems for managing seed quality in Canada. These systems focus on ensuring that seeds have not been contaminated by weeds or other plants, and that what ultimately grows corresponds with what is in the bag or bulk shipment and on the label.

Other partners also help throughout the process. The Canadian Seed Institute assesses seed establishments to ensure quality standards are maintained. The Canadian Seed Growers' Association monitors and certifies pedigreed seed for all agricultural crops, except seed potatoes. Based on the CFIA seed crop inspection reports, the Association also issues crop certificates, which indicate compliance with varietal purity standards and pedigreed seed-crop inspection procedures.

In 2006–07, the Canadian Seed Institute carried out 306 quality assessments of seed facilities from a total of 1,240 establishments, including registered seed establishments, authorized importers and private labs to confirm that they were meeting the Institute's quality standards. This number of assessments represents a significant increase over the 205 assessments conducted in 2005–06. Results indicate that 99% of the assessed facilities had no critical deficiencies, compared with 72% in 2005–06.

Inspectors for the CFIA also conducted marketplace surveillance for both pedigreed and non-pedigreed seed, and targeted establishments with poor compliance records and those subject to complaints from seed buyers. During the fiscal year, the CFIA laboratories conducted 8,666 such tests on 6,420 samples.

The target compliance rate for domestic pedigreed seed is 95% while the target compliance rate for domestic non-pedigreed seed is 85%.

Testing carried out in 2006–07 marketplace monitoring indicated compliance rates of 93% for pedigreed seed[18] and 88% for non-pedigreed seed.[19] Though the target for domestic pedigreed seed was still not met in 2006–07, both compliance rates are up slightly from their respective compliance rates of 92% and 86% for testing completed in 2005–06. The 2006–07 testing also indicated a compliance rate of 96% for imported seed,[20] down from 99% for testing completed in 2005–06.

18 Data Systems and Controls: Good
19 Data Systems and Controls: Good
20 Data Systems and Controls: Good

The CFIA has begun discussions with the seed industry to address compliance shortfalls.

During the 2006–07 reporting period, 4,076 seed growers produced more than 2,167 varieties of pedigreed seed. CFIA inspectors determined that 98%[21] of these met the purity product and process standards of the Canadian Seed Growers' Association, which confirms the maintenance of high-quality Canadian pedigreed seed. In 2005–06, the compliance rate was 99%.

In addition to the Canadian Seed Institute's audit and verification activities, the CFIA took 308 actions in response to marketplace incidents of non-compliance or complaints. This included issuing 25 education/warning letters, 163 detentions ("stop sale" orders) and 79 refusals of entry into Canada. The CFIA also conducted 31 complaint inspections and 10 investigations. There were no referrals for prosecution in 2006–07 in response to instances of non-compliance.

Grant plant breeders rights

The CFIA grants exclusive rights to Canadian breeders for their new varieties, and pursuant to Section 78 of the Act, reports on the administration of the *Plant Breeders' Rights Act*. The intent of this legislation is to: stimulate plant breeding in Canada through the protection of intellectual property rights; provide Canadian producers better access to foreign varieties of seed; and facilitate the protection of Canadian varieties in other countries.

Data are collected by calendar year under the *Plant Breeders' Rights Act*. In 2006, the CFIA received 498 applications for plant breeders' rights,[22] and rights were granted to 304 plant varieties. The CFIA also renewed 1,262 varieties previously approved for grant of rights. The CFIA received $1,074,850 in revenue for its registration services.

2.3.2d Program Sub-Activity: Certifying exports

The key strategies relating to this sub-activity include maintaining good relations with foreign governments, associations and domestic industries based on science and supported by standards, as well as certifying that certain Canadian exports of food and food products as well as plants and animals and their related products meet the requirements of importing countries.

Of the $77.1 million the Agency spent to achieve this Strategic Outcome, approximately $19.8 million was devoted to certifying exports.

Expected Result: *Other governments' import requirements are met*

The CFIA inspects and certifies regulated commodities destined for international markets, confirming the sanitary and phytosanitary status and quality of the product exported. The proportion of certified products accepted into foreign countries is utilized as a measure of success and can be considered a measure of confidence in the Canadian food supply and the CFIA's activities in food safety, plant and animal health (see Table 2.3.2d.2). Certification plays a crucial role in Canada's ability to trade in international markets, as CFIA-regulated exports of food, plants, animals, and associated products were valued at $42.6 billion in 2006.

Table 2.3.2d.1 — Financial Resources: *Certifying exports*

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
47.6	51.9	19.8	3%

[21] Data Systems and Controls: Good
[22] Data Systems and Controls: Reasonable

Table 2.3.2d.2 — Certifying Exports

		Accepted into Foreign Countries						
			Targets		Results			
	Value of Exports Traded (2006)	Certified	2005–06	2006–07	2005–06	2006–07	Data System & Controls	Met/ Exceeded √
Meat	$3.94 billion	1,498,400,397 kg	≥ 99%	≥ 99%	99%	>99%*	Good	√*
Fish and seafood	$3.57 billion	31,587 certificates**	≥ 99%	≥ 99%	99%	98%*	Good	√*****
Egg (processed)	$0.05 billion	12,603,163 kg	≥ 99%	≥ 99%	99%	>99%*	Good	√
Dairy	$0.22 billion	3,066 certificates	≥ 99%	≥ 99%	Not available	Not available ****	Good	Not available
Plants and plant products***	$10.7 billion	75,787 certificates	None	None	99%	>99%	Good	Not available

* Less than 1% of these commodities was rejected by importing countries.
** Certification is not required for all fish and seafood exports. The amount certified and the amount accepted into foreign countries reflects only exports for which certification was required.
*** Excludes trade facilitated by the *Seeds Act*.
**** Export certification is not compulsory and countries do not advise the CFIA when shipments are refused.
***** A variance of +/- 1% for the target is interpreted as "met."

Source: World Trade Atlas, Export Certification System, Resource Management System, Regional Quarterly Reports.

The 2006–07 performance target for certifying exports is 99% or greater.

The CFIA met its established target for the meat and processed egg programs (see Table 2.3.2d.2). Factors other than health and safety violations were often to blame for the rejection of Canadian products by importing countries. For example, of the total products rejected, 4.1%[23] of meat was rejected due to a labelling error, 14.5% due to contamination (e.g., extraneous materials), 15.7% due to "miscellaneous" reasons (e.g., damaged packaging), and the remaining 65.7% of rejections were due to administrative processing errors and incorrect shipping markings.

Certification of exports in the fresh fruit and vegetable and processed products programs is not mandatory. Any certification conducted by the Agency is done as a service to the industry and is rendered on a cost-recovery basis. Rejections for these commodities are not currently tracked, as foreign governments are not required to notify the Canadian government when products are rejected at their borders.

While rejection rates are only available for some CFIA-regulated commodities at this time, the CFIA is making progress on collecting more performance information for this activity and will expand reporting as the data become available.

23 Data Systems and Controls: Good

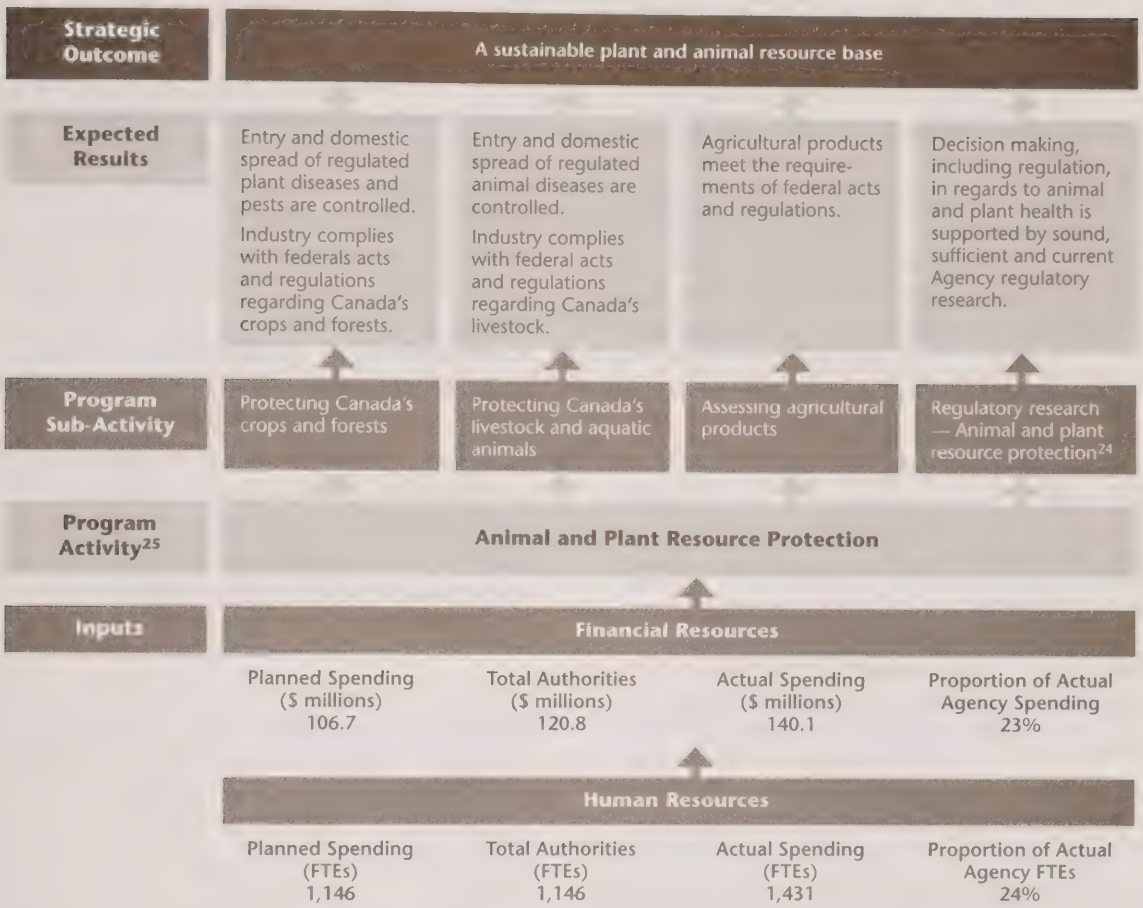
Certification

The CFIA continues to meet increasing export demands by moving towards information technology-based systems certification programs while maintaining science-based standards and principles. In 2006–07, the Agency implemented two such certification programs: the Canadian Wood Packaging Certification Program and the Canadian Heat Treated Wood Products Certification Program. Both of these programs are system-based, and inspections are conducted by third parties and audited by the CFIA. Currently 435 facilities are registered under the Canadian Wood Packaging Certification Program and 485 under the Canadian Heat Treated Wood Products Certification Program. During this fiscal year, only one facility in each of these programs was found to be non-compliant with export requirements.

Negotiating market access

The CFIA also plays an important role in negotiating market access for Canadian agricultural products based on sound scientific information. For example, in August 2006, following detection of Golden Nematode in Quebec, extraordinary measures were undertaken by the CFIA to maintain access to markets for potatoes and horticultural products produced in Quebec and other provinces. Immediate delimitation of the infested areas through the collection and analysis of 35,564 soil samples, in addition to the declaration of the Golden Nematode Infested Places Order, allowed the Agency to effectively negotiate with the U.S. and other countries and allowed normalization of trade within eight weeks. In order to maintain market access, the CFIA also implemented a certification program for all Canadian seed potato exports to the U.S.

2.3.3 Strategic Outcome: A sustainable plant and animal resource base



Results achieved: In 2006–07, the CFIA met 9 of the 13 performance targets established under this Strategic Outcome. When reflecting upon the CFIA's non-targeted performance, such as quickly and effectively responding to the detection of new plant pests in Canada, it is apparent that the Agency has made significant gains in fulfilling the expected results under this Strategic Outcome. The CFIA will continue to work closely with the partners with which it shares these responsibilities. The CFIA undertakes corrective action where necessary, and will continue to promote a sustainable plant and animal resource upon which safe and high quality food depends.

---

24 In the Agency's effort to focus performance reporting on more strategic level outcomes, and due to the more activity-based nature of Regulatory Research, these activities have been reported in Section 3.3.

25 The Agency recognizes that the assessing the fairness of performance information requires consideration of relevance. Performance information is relevant if reported results are focused on outcomes within related program activity and outputs identified. As the Treasury Board *Management, Resources and Results Structure Policy* (MRRS) does not require output statements for the 2006–07 reporting period, outputs have not been included in the results chain for 2006–07. The recent review and revision of the Agency's 2008–09 PAA will include outputs; therefore outputs will be included in the results chains for the 2008–09 reporting period.

Canada's social and economic well-being is closely linked to the health of its environment, which includes plants and animals. The promotion of a sustainable plant and animal resource base is the CFIA's contribution to the protection of the environment, as well as the sustainability of the Canadian food supply. This entails protecting Canada's crops, forests and livestock from regulated pests and diseases. It also includes preventing the introduction of substances into animal and plant production systems by way of animal feeds, seeds, fertilizers and supplements, or other pathways that could adversely affect human health or the environment.

To fulfill this Strategic Outcome, the CFIA works co-operatively with Agriculture and Agri-Food Canada, Natural Resources Canada (including the Canadian Forest Service), Environment Canada (including the Canadian Wildlife Service), the Canada Border Services Agency, as well as with provincial, territorial and municipal partners and stakeholders.

In 2006–07, the CFIA spent approximately 23% of its budget to achieve this Strategic Outcome.

2.3.3a Program Sub-Activity: Protecting Canada's crops and forests

Of the $140.1 million the CFIA spent to achieve this Strategic Outcome, approximately $65.2 million was devoted to protecting Canada's crops and forests.

The CFIA is responsible for protecting Canada's crops and forests from pests and diseases, such as Emerald Ash Borer and Potato Wart. The Agency has detection and control strategies to identify, assess and control or eradicate pests and diseases. This includes strategies for preventing pests and diseases from entering Canada, spreading within Canada, and being exported to other countries.

An estimated 300 species of tree-feeding insects have entered North American forests over the past century as part of commercial shipments and/or individual travellers' effects. In response, the CFIA has developed import policies and standards to help prevent pests and diseases from entering Canada at its borders and other points of entry. The CFIA's prevention efforts are supported by the Canadian Border Services Agency (CBSA), which enforces the CFIA's import policies and standards at Canada's borders and other points of entry. Within Canada, the CFIA works to control or eradicate pests. Keeping Canadian plants and plant products disease and pest-free is also critical to ensuring the safety and quality of Canadian plant resources and to protecting our export markets.

The stated purpose of the *Plant Protection Act* is to prevent pests and diseases injurious to plants from being imported into Canada, from spreading within the country and from being exported out of it. The Act also provides for controlling and eradicating pests and diseases and for certifying the pest and disease-free status of plants and plant material. To encourage reporting of plant pests, regulations under the *Plant Protection Act* allow for compensation to producers for the destruction of plants and plant products due to a specified regulated pest or disease.

The CFIA certifies the pest and disease-free status of plants and plant material, and encourages the reporting of pests to the CFIA by compensating producers for any CFIA required destruction

Table 2.3.3a.1 — Financial Resources: *Protecting Canada's crops and forests**

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
41.6	46.7	65.2	11%

* Actual Spending is higher than the Planned Spending due to in-year increased operating expenditures in relation to the Potato Cyst Nematode discovered later in the 2006–07 fiscal year, as well as to increased Statutory Compensation payments.

of infected products. For example, CFIA paid $661,322 in compensation[26] to Ontario producers who reported the presence of Emerald Ash Borer in their ash trees.

Expected Result: *Entry and domestic spread of regulated plant diseases and pests are controlled*

Ultimately, the CFIA's goal is to mitigate the risk of entry of new regulated pests and plant diseases into Canada.

The CFIA undertakes a series of activities to mitigate the risk of imported plant pests and diseases. Importers who wish to bring plants and plant products into Canada must first obtain an import permit from the CFIA. Regulated commodities are examined by inspectors from the Canada Border Services Agency, and in some cases CFIA inspectors, to confirm that they comply with federal acts and regulations before they enter the country.

Inspections

In 2006–07, there were 13,003 inspections of regulated plant products being imported into Canada compared with 18,581 in 2005–06. Of these, 1,298 (approximately 10%) resulted in interventions,[27] compared with 1,745 (approximately 9%) the previous year. Interventions include treatment orders, detentions, disposals, or refusals of entry for reasons including improper documentation and the presence of a regulated plant pest or disease. Significant year-to-year fluctuations in the number of inspections carried out is normal, as plant imports can fluctuate annually.

On-site verifications

To improve the effectiveness of its import program, and to enhance risk mitigation at origin, the CFIA increased on-site verifications of certification systems in the country of origin from five in 2005–06 to 10 in 2006–07. These activities help the Agency ensure that the certification systems of foreign countries are sufficiently stringent to generate a product that meets Canadian import requirements, ensuring protection of Canada's plant base.

Three examples of on-site verification that took place during the 2006–07 reporting period are on-site verifications of Chinese fragrant pear production, grapevines from France and a systems verification of Enoki mushroom-growing production practices in Taiwan. These examples are described below.

A CFIA audit of Chinese fragrant pear production revealed no major deficiencies, confirming that material originating from this program met Canadian standards in a consistent fashion.

The CFIA tested 1,932 import samples of grapevines from France in 2006 in response to the Agency's 2006 detection of the spread of two grapevine phytoplasmas in France. While no positive results were detected, several non-quarantine viruses were found, warranting further Agency monitoring. The CFIA also implemented additional treatment requirements for importation of grapevines from European sources. This included a mandatory hot water treatment and a follow-up field survey of European grapevines planted in Canada.

Table 2.3.3a.2 — Economic Value of Trade in Plants and Plant Products to Canada (2006)

Total imports: $9.612 billion in 2006–07	Total exports: $22.582 billion in 2006–07

Source: Industry Canada — Trade Data On-line Database

26 Data Systems and Controls: Good
27 Data Systems and Controls: Good

The CFIA also conducted an on-site systems verification of Enoki mushroom-growing production practices in Taiwan, leading to Canada's decision to allow the importation of this commodity from pre-approved sources in Taiwan.

Restrictions

Another aspect of the Agency's risk mitigation at origin is the implementation of restrictions when a pest has been identified in another country. For example, the CFIA placed restrictions on imports of potatoes, horticulture products and soil from Idaho as a result of a notification of Pale Cyst Nematode detection in April 2006. A scientific and technical review of the delimiting and containment strategies adopted in Idaho were then performed to assess if the phytosanitary risk measures adopted were sufficient to protect Canada from the introduction of Pale Cyst Nematode from Idaho. The United States Department of Agriculture and Animal and Plant Health Inspection Service (USDA–APHIS) and the CFIA have since agreed on a strategy for addressing Potato Cyst Nematode.

Pests and diseases

The globalized trade of plants and plant products makes it difficult for the CFIA to achieve absolute prevention of the entry of new pests and diseases into Canada.

The current Agency performance target in this area is the absence of evidence that any new regulated plant pests and diseases have been detected in Canada over the last fiscal year. When the Agency confirms that the pest or disease has been detected in the country, and depending on the pest or disease, the Agency responds quickly by investigating the risk posed to Canada's plant resource base and by developing strategies for control and eradication, as appropriate.

In 2006–07, the CFIA detected two new regulated pests[28] in Canada: *Chrysodeixis sp.* and Bois noir phytoplasma, compared to four pests found in 2005–06. The Agency responded immediately to determine the extent of the introduction and to put control measures in place to prevent the spread of these pests. The following summarizes the CFIA's actions in these two cases:

In August 2006, when *chrysodeixis* was discovered in greenhouses in Delta, British Columbia, the CFIA recognized the potential trade impacts of this organism on trade with the U.S. To mitigate the impacts, the Agency developed eradication protocols while establishing compliance agreements for impacted facilities. This allowed for continued shipping of host vegetables/fruit and transplants to the U.S., while mitigating the risk of spreading the pest. Negative trapping results confirmed the effective eradication of the pest.

In September 2006, the Agency found one grapevine plant infected with Bois noir phytoplasma in a lot of 1,965 plants that had been imported from France and planted in B.C. In response, the entire lot was removed and destroyed prior to spring of 2007. The CFIA will be conducting confirmatory surveys over the next year to assess the effectiveness of these eradication measures.

These instances are clear examples of the CFIA's commitment and vigilance to ensuring that the entry and domestic spread of regulated plant diseases and pests are controlled.

Surveys

Various regions of Canada are surveyed routinely to detect foreign pests and diseases that may have entered this country, and to define the boundaries of any infestations. Some pest surveys are conducted in co-operation with other agencies. The Agency acts as a central repository for all data on regulated pests and diseases, regardless of which agencies are involved in carrying out the survey.

[28] Data Systems and Controls: Good

Pest surveys allow Canada to validate its claims of pest and disease-free status for certain areas, to detect any new pests, and to establish quarantine restricted zones to limit their spread. These surveys are also central to control and eradication programs as the survey data provide information needed for the CFIA to make decisions regarding further control measures.

The CFIA 2006–07 target for pest survey is to complete 100% of planned pest surveys.

In 2006–07, the CFIA planned and delivered a total of 24 pest surveys[29] for the fiscal year, meeting the Agency's target of 100%. In 2005–06 the CFIA planned 52 pest surveys and conducted 60. Annual survey priorities are established in conjunction with the Plant Health Division commodity section according to policy needs. CFIA Plant Health Division, through policy development activities that identify key scientific, environmental, social and economic issues, developed risk-based needs assessments that identified the need for targeted and specific activities. Some of the issues focused on the requirements for surveys for pests in all commodity groups, such as: forestry; horticulture; potatoes and grains; and field crops. The largest surveys were conducted as part of the CFIA control or emergency response for Plum Pox Virus, Emerald Ash Borer, Asian Longhorned Beetle, Brown Spruce Longhorned Beetle, Sudden Oak Death and the newly discovered infestation of Potato Cyst Nematode in Quebec.

Controls

While it is impossible for the CFIA to control the spread of pests and diseases caused by natural mechanisms, such as wind or the movement of wildlife, the Agency can limit spread caused by humans through the movement of material such as logs, firewood or nursery stock from an infected area to a non-infected area.

The target for control programs is to keep pests and diseases from spreading beyond quarantine zones or restricted areas.

Of six identified high-priority plant pests and diseases that were part of the Agency's surveys in 2006–07, the CFIA was successful in the control of three, or half of the cases. This is compared with 2005–06 when five identified high-priority plant and pest diseases were successfully controlled by the CFIA. The Agency's actions in regards to each of the respective plant pests are detailed below.

Surveys conducted by the CFIA indicate that Potato Wart has not spread outside its quarantined area of central Prince Edward Island since 2005.

Efforts to control the spread of Asian Longhorned Beetle have been successful; no newly infested trees were discovered outside the regulated area in 2006. Pest-mitigation activities continue in the Toronto area.

Following the detection of new infestations of Emerald Ash Borer in June 2006, Ministerial Orders were put in place for Lambton and Elgin Counties to slow the spread of the pest in Ontario. Following the October 2006 detection of three infested trees, a quarantine zone was also established in London, Ontario.

In 2006 there were 18 new Brown Spruce Longhorned Beetle finds outside the current regulated area in Nova Scotia. The CFIA has been working with industry to revise the regulated area in accordance with the new finds, which will be finalized before the flight season in 2007. The Agency is also working with its partners to develop more effective detection and control tools.

In 2006, a survey for Apple Clearwing Moth in British Columbia indicated that the pest has spread to the British Columbia coast and interior fruit belt. Detections were also made in London, Ontario. The CFIA shared biological information with the U.S. Department of Agriculture and discussed further regulatory approaches to deal with this pest. The Agency

29 Data Systems and Controls: Reasonable

will conduct additional surveys to determine the extent of distribution of this pest in Ontario in 2007.

In 2006, as part of its seven-year program to eradicate Plum Pox Virus, the CFIA took samples from more than 940,000 susceptible trees in Canada. This resulted in the discovery of 610 Plum Pox Virus positive trees. To date, the Agency has eliminated the disease from five quarantine areas in Ontario and Nova Scotia with two areas in Ontario remaining to be actioned. In 2006–07, there was a minor expansion of one of the quarantine areas in Ontario; however, the overall trend continues to show lower virus levels inside the quarantine areas.

Emergency response

The CFIA is committed to dealing with new pests and diseases in an efficient and timely manner. Three examples of the Agency's rapid response to new pests and diseases in 2006–07 are presented below.

Phytophthora ranorum, the disease that causes Sudden Oak Death, was first detected in Canada in 2004. In 2006–07, the CFIA took samples from approximately 250 wholesale and retail nurseries across Canada that were either growers or importers of host plants to test for *P. ramorum*. Results indicated that the disease was detected at one wholesale and four retail nurseries in British Columbia. The disease has been eradicated from three retail nurseries and eradication efforts have been intensified in the two remaining nurseries. The Agency will continue to monitor for further signs of the disease.

In 2006–07, the CFIA activated its Chrysanthemum White Rust Eradication Protocol to eradicate an infestation at a site in British Columbia. No further infestations were found.

Following the detection of Golden Nematode in Quebec in August 2006, the Agency immediately undertook a major investigation and delimiting survey to determine the extent of the infestation and the steps to contain it. These efforts were successful in removing restrictions placed on certain agricultural products from most of Quebec. The CFIA is working with a committee of stakeholders and technical experts to identify a long-term management strategy to contain and mitigate the risk associated with Golden Nematode within the regulated area as well as explore viable business options for affected growers.

Expected Result: *Industry complies with federal acts and regulations regarding Canada's crops and forests*

The CFIA verifies that domestic and imported fertilizer and supplemental products sold in Canada meet the required standards under the *Fertilizers Act* and *Regulations*. These products are also sampled by the Agency to: test their efficacy; confirm that product guarantees are met; and confirm that contamination does not exceed set maximums.

Bulk-blend fertilizer monitoring

The target for the bulk-blend fertilizer monitoring program is 95% compliance.[30]

The Agency monitors approximately 1,179 bulk-blend fertilizer facilities across Canada, from which it tests samples of fertilizer products to confirm that label guarantees for the levels of nitrogen, phosphorus and/or potassium fall within regulatory tolerances. In 2006–07, the CFIA inspections found that 78% of samples were in compliance as compared with 2005–06 when 82% of samples were found to be compliant.

There has been a slight decrease in the compliance rate for bulk-blend fertilizers; yet, this rating remains consistent with findings over the past five years, which ranged between 75% and 82%. The slight decrease may be attributed, in part, to the implementation of an adjusted sampling strategy, which aims for greater industry compliance in the long term and includes targeting higher risk facilities. The CFIA

30 Data Systems and Controls: Reasonable

is currently in discussions with the industry-led Canadian Fertilizer Products Forum in an effort to identify root causes of non-compliance as well as options for bringing the product category back into compliance.

Pathogen, heavy metal and pesticide contamination testing

The CFIA regularly monitors fertilizer and supplement products for pathogens and heavy metal and pesticide contamination to help ensure the safety of the products for plants, animals, humans and the environment.

In 2006–07, the target cumulative compliance rate for these testing programs was 95%.[31] This compliance level is consistent with the 2005–06 result of 96%.

Fertilizer-pesticide guarantee monitoring

Pesticide guarantees in fertilizer-pesticide products are monitored by the CFIA for their compliance with the tolerances set forth in the fertilizers regulations. In 2006–07, the Agency found that only 69% of samples tested were in compliance. The majority of non-compliant samples contained less than the amount of active pesticide ingredient indicated on the label and, as such, are considered non-compliant from an efficacy perspective. While low, the compliance rate of 69% represents an 8% improvement compared with sampling results in 2005–06, an increase that has been attributed to the redesign of the CFIA guarantee monitoring program. Further improvement is expected in upcoming years.

In 2006–07, the CFIA investigated 86 instances of fertilizer-pesticide non-compliance. Combined with investigations carried over from previous reporting periods, these investigations resulted in no convictions or fines. This is attributable to a number of factors including: investigations/prosecutions/cases are still pending; evidence did not support a conviction; charges were withdrawn due to either a plea bargain or the introduction of new evidence.

2.3.3b Program Sub-Activity: Protecting Canada's livestock and aquatic animals

The CFIA works to protect Canada's animal health status through the implementation of two main programs: Animal Health and Livestock Feeds.

Of the $140.1 million the Agency spent to achieve this Strategic Outcome, approximately $63.1 million was devoted to protecting Canada's livestock and aquatic animals.

Expected Result: *Entry and domestic spread of regulated animal diseases are controlled*

The compensation program is designed to encourage owners to report disease in their herds and flocks at the earliest signs, thereby preventing or reducing the spread of disease and assisting owners in rebuilding their herds. Under the *Health of Animals Act*, Canadians who care for or have control of an animal are required to report the presence or suspicion of a reportable disease listed in the *Reportable Diseases Regulations* to the CFIA. The Agency monitors, tests,

Table 2.3.3b.1 — Financial Resources: *Protecting Canada's livestock and aquatic animals

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
53.3	60.7	63.1	10%

* The Avian Influenza TB submission had a reference to include those resources as an item under the general Public Security and Anti-Terrorism Framework. Hence, the Planned Spending and Authorities figures for Preparing for Emergencies reflect the increased funding ($31 million and $28.8 million, respectively) related to Avian and Pandemic Preparedness. The Actual Spending figures were coded by program managers to "Protecting Canada's livestock" and "Controlling the transmission of animal diseases to humans." In 2007–08 and future years, the allocation of the budget will be realigned accordingly.

31 Data Systems and Controls: Reasonable

inspects and orders quarantines to prevent, control or eradicate regulated animal diseases. To encourage early reporting of suspected diseased animals, the CFIA administers a compensation program. In 2006–07, the CFIA paid livestock owners $1.8 million in compensation compared with $5.1 million in 2005–06.[32]

The control of animal disease is a shared responsibility of the owner, the industry, and the federal government. In addition to the human and animal health benefits of reporting disease in farm animals, public confidence in Canada's safe food supply is enhanced. Early reporting also helps Canada maintain its excellent international animal health status, which, in turn bolsters Canadian exports of animals and animal products. The CFIA provides annual reports to the World Organisation for Animal Health on the status of animal diseases in Canada. The Agency also belongs to the Canadian Animal Health Network, which links partners involved in monitoring animal diseases within Canada.

To control the entrance of regulated diseases into Canada, the CFIA, in partnership with the Canada Border Services Agency and the Canadian Wildlife Service, regulates the entry of all imported animals and animal products.[33] The Agency also carries out scientific risk evaluations including evaluating the risks related to the commodity being imported, and the disease status of the country from which the product originates. Information garnered from the risk evaluations supports the CFIA's decisions relating to regulation and the imposition of import controls.

The target for keeping newly regulated diseases from entering Canada is the detection of zero cases. In both 2005–06 and 2006–07, no evidence was found indicating that any new foreign animal disease entered Canada, indicating that the CFIA target was met.[34]

Despite the best efforts of the CFIA, foreign animal diseases occasionally do enter Canada. In such cases, the Agency implements control programs that are designed to prevent or mitigate the effects of disease outbreaks.

The target for these control programs is to have no increase in the proportion of domestic animals with regulated animal diseases found in Canadian herds or flocks.[35]

The following provides a summary description of the CFIA's actions in 2006–07 regarding the control programs for Chronic Wasting Disease, bovine tuberculosis and scrapie:

> Chronic Wasting Disease is a transmissible spongiform encephalopathy (TSE) that affects deer and elk. It is controlled by the CFIA in farmed elk and deer. Eleven animals tested positive this year compared with one from last year. All the cases occurred in three infected farmed cervid herds. However, sampling and testing programs indicated that this disease is still present in wild deer and elk. Given the disease's long incubation period, surveillance and testing of farmed animals will continue to ensure the disease does not spread from wild to farmed populations.

Table 2.3.3b.2 — Economic Value of Trade in Animals and Animal Products to Canada (2006)

Total imports: $776.5 million	Total exports: $2.99 billion

Source: World Trade Atlas, Statistics Canada

32 Data Systems and Controls: Good
33 Data Systems and Controls: Good
34 Data Systems and Controls: Good
35 This performance indicator will be reviewed to better reflect the Agency's risk mitigation activities.

Bovine tuberculosis is a bacterial disease capable of remaining dormant in animals for several years before emerging. Long-term surveillance by veterinary inspectors is therefore required before a country can declare its animals free from this disease. Most of Canada is free of bovine tuberculosis-infected animals. A total of 21 cases were detected this year as compared with eight cases detected in 2005–06. All were additional cases found during depopulation of one infected herd detected in January 2006. Surveillance also determined that two farms were exposed to animals with this disease and, as a result, both farms were depopulated. It is important to note that none of the infected carcasses entered the food chain and there was no risk to human health.

Scrapie is another transmissible spongiform encephalopathy (TSE) affecting sheep and goats. The CFIA's control program for scrapie requires that all animals exposed to the disease be destroyed and prevented from entering the food chain. In 2006–07, the CFIA identified and destroyed two animals from the same flock as compared with 1,217 animals from four different flocks affected by scrapie in 2005–06.

Revised import policies for bluetongue and anaplasmosis

The CFIA's import controls are designed to effectively mitigate the risks posed by foreign animal diseases. These measures are periodically reviewed to ensure that they reflect the most current scientific information, remain effective and do not impose unwarranted trade restrictions. In line with this approach, Canada has reviewed and revised its bluetongue and anaplasmosis import controls for animals from the United States. These ailments pose no human health implications.

Bluetongue and anaplasmosis are diseases of domestic and wild ruminants that can be transmitted by biting insects such as midges and ticks. Both bluetongue and anaplamosis are reportable diseases under the *Health of Animals Act*.

The CFIA reviewed its import policy for bluetongue in July 2006. In consultation with a range of stakeholders, including provincial governments, animal health experts and industry, a decision was reached, as announced in February 2007, that bluetongue testing or herd certification would no longer be required for animals imported from the U.S.

In December 2006, the CFIA reviewed the import conditions for anaplasmosis for cattle and other ruminant animals from the United States. Relevant scientific factors were reviewed and various options ranging from status quo to complete deregulation were examined. The consensus of opinion was to reduce the level of required testing for anaplasmosis in breeding stock to a single test, utilizing improved testing methodology.

Feeder cattle for introduction to approved feedlots in Canada were previously eligible to be imported year-round from several northern states without testing, but with the changes to the bluetongue and anaplasmosis requirements, animals may now be imported to approved feedlots from any U.S. state year-round without testing for either disease.

The CFIA has now finalized the administrative mechanisms needed to issue import permits under the new conditions.

Expected Result: *Industry complies with federal acts and regulations for livestock*

Effective feeds contribute to producing and maintaining healthy livestock for the production of safe food. Under the authority of the federal *Feeds Act* and the *Health of Animals Act* and their respective regulations, the CFIA administers a national livestock feed program to confirm that livestock feeds — either manufactured and sold in Canada or imported into this country — are safe, effective and labelled appropriately.

Inspections

As part of this program, the Agency inspects feed mills, rendering facilities, and on-farm feed mixers to assess the extent to which feed products are in compliance with federal regulations. Feed product tests are conducted through various inspection programs, including: the traditional feed inspection system, which analyzes feed products for chemical contamination, drug residue, heavy metals and salmonella; testing of drugs in feed; and inspection related to controlling the feeding of mammalian proteins to ruminant animals, as stipulated under the 1997 Feed Ban.

Feed Ban[36]

In 1997, as part of a series of preventative measures to mitigate the spread of BSE in the Canadian herd, regulations were introduced for the rendering, feed production and distribution sectors. Referred to as the "Feed Ban," these regulations prohibit feeding most mammalian proteins to ruminant animals, such as cattle, sheep and goats. The ban requires rendering facilities, feed manufacturers, feed retailers and livestock producers to follow and document production and feeding procedures to prevent the inclusion of prohibited materials (mammalian proteins) in feed and feed ingredients intended for ruminant animals, such as cattle, sheep and goats.

Ensuring that feed for these animals is free from prohibited mammalian proteins is a critical step in reducing the risk that new cases of BSE will occur. The CFIA conducts inspections at commercial and on-farm feed manufacturers, rendering facilities and retail outlets to verify compliance with the *Health of Animals Regulations*, with respect to the Feed Ban. When instances of non-compliance are identified, CFIA inspectors set out timeframes for corrective actions, based on health and safety considerations, after which they return to verify that the issue has been appropriately met.

Industry compliance with these regulations in relation to the targets set by the CFIA is presented in Table 2.3.3b.3 below. Inspections of commercial feed mills and rendering establishments are reported because they represent a higher risk in terms of potential contamination of non-prohibited material or ruminant feed with contaminated material.

It is important to note that the CFIA's *Report on Plans and Priorities 2006–07* included four performance indicators:

1. Extent to which feed mills inspected comply with the *Feeds Act,* including the Feed Ban (under the *Health of Animals Regulations*)
2. Extent to which renderers inspected comply with the *Feeds Act,* including the Feed Ban (under the *Health of Animals Regulations*)
3. Extent to which feed mills inspected are without any major deviations from the *Feeds Act,* including the Feed Ban (under the *Health of Animals Regulations*)
4. Extent to which renderers inspected are without any major deviations from the *Feeds Act,* including the Feed Ban (under the *Health of Animals Regulations*)

The compliance rates for indicators 1 and 2 include all (minor and major) deviations with respect to compliance to both the *Feeds Act* and the Feed Ban, whereas the compliance rates for indicators 3 and 4 are specific to major deviations. Major deviations are areas of non-compliance that have the potential to result in risk to either human or animal health and are relevant to the protection of Canada's livestock. Minor deviations, such as absence of a signature or not retaining records for the required period, have little relevance to the risk mitigation objective of the applicable acts and regulations.

Review of these performance indicators resulted in a determination that the first two indicators, as now worded, are of little significance from a performance reporting perspective due to the

[36] Further information on the Feed Ban can be found in Section 2.3.2b.

Table 2.3.3b.3 — Compliance on a Facility-by-facility Basis Target — Feed

	Target		Compliance Rate		Data Systems and Controls	Met/ Exceeded (√) Not Met (X)
	2005–06	2006–07	2005–06	2006–07		
Feed Mills						
Extent to which feed mills are compliant with the Feed Ban* (without major deviations)**	≥ 95%	≥ 95%	≥ 96%	94%***	Reasonable	√
Extent to which feed mills are compliant with the *Feeds Act*, including the Feed Ban (without major deviations)**	N/A	≥ 96%	N/A	82%	Reasonable	X
Feed Renderers						
Extent to which feed renderers are compliant with the Feed Ban* (without major deviations)**	93%	≥ 93%	≥ 93%	100%	Reasonable	√
Extent to which feed renderers are compliant with the *Feeds Act* including the Feed Ban (without major deviations)**	N/A	≥ 93%	N/A	100%	Reasonable	√

* In the 2005–06 Departmental Performance Report, the CFIA reported on compliance with the Feed Ban only. While the 2006–07 RPP does not reflect performance indicators and targets for the compliance with the Feed Ban only, for consistency and trend purposes, the CFIA is reporting on compliance with (1) the Feed Ban only, and (2) the Feed Ban and the *Feeds Act* combined.

** Compliance, for the purposes of this analysis, means without major deviations. Major deviations include: (1) *Feed Ban*: evidence of cross-contamination with Prohibited Material (PM), required written procedures related to BSE Feed Ban not available, required records related to BSE Feed Ban not available, and PM missing from labels for feed containing PM. (2) *Feeds Regulations*: evidence of cross-contamination with medications, required records related to Feed Regulations not available, and type A label violations identified.

*** A variance of +/- 1% for the target is interpreted as "met".

Source: Multi-Commodity Activities Program

inclusion of minor deviations. They are therefore, not included in this report, nor will they be included in subsequent RPPs. At the same time, two indicators that were presented in last year's *Performance Report*, but not in the 2006–07 RPP, do reflect CFIA's risk mitigation focus and are meaningful from a performance perspective. As a result, they have been included in this report, along with trend data, and will be included in future reports. They are:

- Percentage of feed mills that are compliant with the Feed Ban (without major deviations)
- Percentage of feed renderers that are compliant with the Feed Ban (without major deviations)

The CFIA 2006–07 target for percentage of commercial feed mills that are compliant with the Feed Ban (without major deviations) is 95%. This rate includes all feed mills that came into compliance throughout the reporting period, including those that were detected as being non-compliant at first inspection but took action to successfully move into compliance during the reporting period. In 2006–07, the Feed Ban

compliance rate for commercial feed mills was 94%, down from 96% in 2005–06. The performance target is considered met and the decrease in compliance is not considered significant. That said, the CFIA is committed to continue working with partners to promote compliance with the Feed Ban.

The target for compliance of commercial feed mills with the *Feeds Act* including the Feed Ban (without major deviations) combined is 96%. In 2006–07, the compliance rate was 82%. As a new indicator, there is some question as to the relevance and reasonableness of the target compliance rate. This will be reviewed in the coming year. A number of factors of potential significance may have contributed to this result. The CFIA employees directly responsible for the inspection of commercial feed mills across Canada were provided with significant additional training on the feed mills industry practices and products, as well as CFIA inspection procedures and the assessment of compliance during 2006–07. There was also an increase in the frequency of inspection during the reporting year for this sector — from one full inspection per facility per year to one full inspection plus one to three partial inspections. These factors, individually and combined, may have affected the compliance rate. Also of potential significance, compliance issues not associated with the Feed Ban may be perceived by both industry and inspection staff as being lower priority, based on risk. This may have resulted in a larger number of instances of non-compliance not being resolved in a timely manner. Finally, existing issues around the use of compounded drugs and the use of appropriate sequencing to manage drug residues in feed are being clarified by Health Canada and CFIA. Once the required clarifications are fully communicated, it is expected that compliance will improve.

The CFIA 2006–07 target percentage of feed renderers that are compliant with the Feed Ban (without major deviations) is 93%. The compliance rate, for the purpose of this analysis, includes only major deviations. This rate includes all renderers that came into compliance throughout the reporting period, including those that were detected as being non-compliant at first inspection but took action to successfully move into compliance during the reporting period. The actual compliance rate for renderers was 100%. The 2005–06 compliance rate was 93%. As there are only 31 inspection sights, including year over year comparisons, actual results could fluctuate greatly with only a few non-compliant inspections. At the end of March 2007, there were no outstanding major deviations with the Feed Ban.

The CFIA 2006–07 target percentage of feed renderers for the *Feeds Act,* including the Feed Ban (without major deviations), combined was 93%. The compliance rate was 100%. The total population of facilities subject to this inspection activity is relatively small (31), thus even a small change in the number of facilities found to be in non-compliance on a year-to-year basis would have a significant impact on the overall compliance rate. The year-to-year increase in compliance from 93% to 100% demonstrates the CFIA's commitment to continuously working with partners to improve compliance rates, thus protecting Canada's livestock and ultimately contributing to the safety of Canada's food supply.

Enforcement

In 2006–07, the CFIA investigated 933 instances of non-compliance compared with 875 in 2005–06. Of the 933 instances of non-compliance, 842 were for the *Health of Animals Act* and 91 were for the *Feeds Act* compared with 824 for the *Health of Animals Act* and 51 for the *Feeds Act* in 2005–06. Combined with investigations carried over from previous reporting periods, these investigations resulted in 12 convictions (three for the *Health of Animals Act* and nine for the *Feeds Act*) compared with one conviction in 2005–06. Total fines for 2006–07 were $207,000 ($197,000 for *Health of Animals Act* and $9,250 for *Feeds Act*). In 2005–06, the total fines totalled $90,000 ($75,000 for *Health of Animals Act* and $15,000 for *Feeds Act*). Fines have therefore nearly doubled from 2005–06 to 2006–07.

2.3.3c Program Sub-Activity: Assessing agricultural products

The strategies related to this sub-activity focus on assessing and approving new agricultural products to determine whether or not they meet standards set by federal acts and regulations.

Of the $140.1 million the Agency spent to achieve this Strategic Outcome, approximately $11.8 million was devoted to assessing agricultural products.

Expected Result: *Agricultural products meet the requirements of federal acts and regulations*

The CFIA assesses and approves new feeds, fertilizers and supplements. The Agency also monitors the release of proposed new products for research purposes.

Feeds

The *Feeds Act* and *Regulations* require pre-market approval of all new ingredients in livestock feeds and the registration of specified mixed feeds. Products are approved by the CFIA only if this review has determined that the products pose minimal risk of adversely affecting the environment, animals, plants or humans. In 2006–07, the CFIA received and completed reviews of 532 submissions requesting approval for new products. Of these, 477 (90%)[37] met legislative requirements and were approved. It is important to note that these data reflect applicant performance, as opposed to the CFIA's performance.

Fertilizers and fertilizer supplements

Federal regulations require that all fertilizer and supplement products sold or imported into Canada be safe when used according to directions, efficacious for the intended purpose, and be properly labelled. Some fertilizers and most supplements are also subject to registration, which requires assessment by the CFIA prior to their importation and sale. Other fertilizers are exempt from the registration requirement, but must still meet prescribed safety, efficacy and labelling standards at time of sale. In 2006–07, the CFIA received 775 submissions and completed reviews of 176 submissions[38] requesting approval for new products.

The CFIA samples biotechnology-derived fertilizer-supplement products from both retail and manufacturing outlets to help ensure that the products have the appropriate amount of viable cells in accordance with the purported guarantee.

The CFIA's target for fertilizer-supplements compliance is 95%.

In 2006–07, the compliance rate was 96%, exceeding the 2005–06 compliance rate of 92%. The increase in compliance is attributed to the CFIA's new stakeholder-engagement model, which likely led to increased industry awareness and willingness to comply with the regulations.

Approval of plants with novel traits and inspection of confined field trials

The CFIA regulates and authorizes Plants with Novel Traits (PNTs) that are imported or released into the natural environment. The CFIA's confined field trial program allows developers to conduct research on their products and to determine how they behave in the environment, while allowing the CFIA to establish that the material is adequately controlled and confined. The Agency sets specific terms and conditions for conducting these trials.

Table 2.3.3c.1 — Financial Resources: ***Assessing agricultural products***

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
11.8	13.4	11.8	2%

37 Data Systems and Controls: Reasonable
38 Data Systems and Controls: Reasonable

The target compliance rate for monitoring confined field trials is 90%. In both 2006–07 and 2005–06, the compliance rate for monitoring confined field trials was 94%,[39] exceeding the 90% target compliance rate. When compliance problems were identified (in the remaining 6%), the CFIA issued compliance letters outlining any corrective actions required and conducted follow-up inspections, where appropriate, to ensure that the required corrective actions had been taken. No incidence of non-compliance resulted in an environmental or safety concern. In 2006–07, the CFIA approved eight new PNTs for unconfined environmental release. As of March 31, 2007, the total number of PNTs approved for unconfined environmental release was 57.

The CFIA is also engaged in consultation and policy development in key areas of plant biosafety, including plant molecular farming and adventitious presence. Plant molecular farming involves the growing of plants to produce pharmaceutical or industrial compounds, instead of for traditional uses such as for food, feed or fibre. Adventitious presence refers to the trace level of unintentionally present, biotechnology-derived material in seeds, grains/oilseeds, livestock feed and food, including material that is not approved.

Licensing veterinary biologics

In recent years, the animal health products industry has increasingly relied on veterinary biologics to prevent and diagnose disease. These include vaccines, antibody products, and diagnostic tests. Unlike some pharmaceutical products, most veterinary biologics leave no chemical residues in animals. In addition, most disease organisms do not develop a resistance to the immune response produced by a veterinary biologic.

The CFIA is responsible for licensing and regulating veterinary biologics in Canada. This licensing program is central to Canada's national animal health program, which strives to protect the health of Canadian citizens, their domestic pets and animals used for food.

To meet Canadian licensing requirements, veterinary biologics must be shown to be pure, potent, safe and effective when used in accordance with the manufacturer's label recommendations. In 2006–07, the CFIA received 40 new complete submissions, completed 52 initial reviews (including product files received in previous years), and licensed or registered 39 new products. In 2006, the average initial review time per product file was 86 days. Continuous efforts towards the development and implementation of service standards are being undertaken.

Porcine Circovirus vaccine

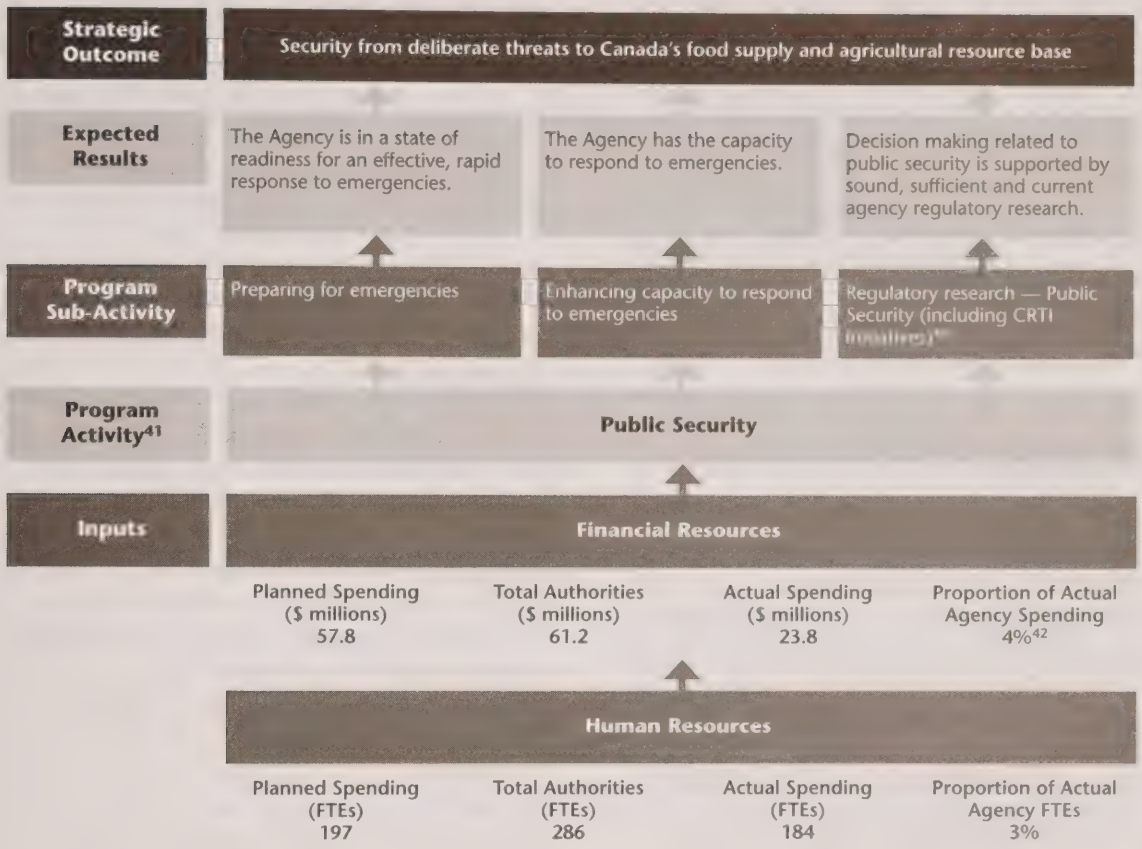
In 2006, the swine industry in 2006 experienced severe problems with Post-Weaning Multisystemic Wasting Syndrome (PMWS) in pigs, also known as Porcine Circovirus Associated Disease (PCVAD). Porcine circovirus-associated diseases, including PMWS, are widespread in Canada and around the world. Factors such as genetic predisposition, the emergence of a new strain of porcine circovirus type 2 (PCV2) virus, interactions with other common infectious agents (such as viruses and Mycoplasma), and management factors are thought to also play a role in this swine disease.

This syndrome can be devastating to individual producers and to the swine industry as a whole; however, it does not fall within the Canadian Food Inspection Agency's (CFIA) disease control and eradication mandate, which focuses on foreign animal diseases and those that present a public health or food safety threat.

The CFIA regulatory officials worked, on a priority basis, on the review and approval of porcine circovirus type 2 (PCV2) vaccine submissions, and issuance of import permits for the available vaccine. Currently, three vaccines are available in Canada. These products are currently available for emergency use under veterinary supervision.

[39] Data Systems and Controls: Good

2.3.4 Strategic Outcome: Security from deliberate threats to Canada's food supply and agricultural resource base



Results achieved: In 2006–07, the Agency met both performance targets established under this Strategic Outcome. The CFIA has implemented several initiatives to prepare for, and respond to, deliberate threats to Canada's food supply and agricultural resource base, such as enhancing surveillance and early detection activities.

---

40 In the Agency's effort to focus performance reporting on more strategic level outcomes, and due to the more activity-based nature of Regulatory Research, these activities have been reported in Section 3.3.

41 The Agency recognizes that assessing the fairness of performance information requires consideration of relevance. Performance information is relevant if reported results are focused on outcomes within related Program Activity and outputs identified. As the Treasury Board *Management, Resources and Results Structure Policy* (MRRS) does not require output statements for the 2006–07 reporting period, outputs have not been included in the results chain for 2006–07. The recent review and revision of the Agency's 2008–09 PAA will include outputs; therefore outputs will be included in the results chains for the 2008–09 reporting period.

42 The proportion of Agency spending on these sub-activities does not match the proportion spent on the Strategic Outcome due to rounding off to the nearest percentage point.

The Government of Canada is committed to protecting Canadians from deliberate threats to their safety. Under the *Emergency Preparedness Act*, the CFIA is mandated to prepare for, and respond to, emergencies involving food safety, animal health, plant health and any other situation related to the Agency's programs. Chemical, physical, and biological threats to humans can occur through the deliberate contamination of the environment or of food and water. Threats to Canada's animal and plant resource base may occur through the deliberate introduction of significant plant pests or foreign animal diseases.

The CFIA's emergency preparedness program focuses on strategies that help the Agency and its partners reach a state of readiness to provide and promote an effective and rapid response to food safety, animal or plant health emergencies, including deliberate threats. These strategies are part of the Government of Canada's Public Security and Anti-Terrorism (PSAT) initiative, which is a key element of Canada's National Security Policy.

To achieve this Strategic Outcome, the CFIA works in collaboration with a number of partners, including Public Safety Canada, the Public Health Agency of Canada, provincial and territorial governments, municipalities, and law enforcement authorities.

In 2006–07, the CFIA spent approximately 4% of its budget to achieve this Strategic Outcome.

2.3.4a Program Sub-Activity: Preparing for emergencies

The true level of preparedness can be known only when an emergency occurs. The CFIA continues to develop and update emergency response plans within its mandate, and to lead or participate in emergency exercises. Such exercises give the Agency the opportunity to test, assess and refine its approaches as necessary.

Of the $23.8 million the CFIA spent to achieve this Strategic Outcome, approximately $1.2 million was devoted to preparing for emergencies.

> **Expected Result:** *The Agency is in a state of readiness for an effective, rapid response to emergencies*

Responding to an emergency is a complicated process involving many partners. Launching an effective, integrated response to agricultural and food safety emergencies requires that all involved players understand their respective roles and responsibilities, and that information for making decisions flows quickly among them. Numerous federal departments, provinces, territories, municipal authorities as well as the United States government and others, play key roles in responding to an emergency. Therefore, effective intergovernmental links must be established.

Table 2.3.4a.1 — Financial Resources: *Preparing for emergencies

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
32.9	31.0	1.2	<1%

* The Avian Influenza TB submission had a reference to include those resources as an item under the general Public Security and Anti-Terrorism Framework. Hence, the Planned Spending and Authorities figures for Preparing for Emergencies reflect the increased funding ($31 million and $28.8 million, respectively) related to Avian and Pandemic Preparedness. The Actual Spending figures were coded by program managers to "Protecting Canada's livestock" and "Controlling the transmission of animal diseases to humans." In 2007–08 and future years, the allocation of the budget will be realigned accordingly.

In 2006–07, the CFIA continued to participate in the Trilateral Co-operation's Emergency Preparedness and Response Working Group, established to enhance the ability of Canada, the United States, and Mexico to respond to emergencies, including those for food, which may affect more than one participating country. The group's workplan supported the objectives of the Security and Prosperity Partnership of North America, a trilateral effort to increase security and enhance prosperity among the three countries through greater co-operation and information sharing.

Funding from the Public Security and Anti-Terrorism (PSAT) Strategy was used to improve the Agency's ability to manage emergencies, specifically avian influenza. Three steps were taken to ensure the CFIA met this target. First, the Agency re-designed the epidemiology/investigation questionnaire for avian diseases to ensure complete and detailed information about the premises under investigation are collected in a systematic fashion. Second, the Agency added the questionnaire to the web-based Canadian Emergency Management Response System (CEMRS) to facilitate access to and sharing of information during an emergency. Finally, the CFIA trained its field staff across the country in the use of the questionnaire and CEMRS.

While these activities were targeted to improve the CFIA's response to Notifiable Avian Influenza, staff training and the flexibility of CEMRS provided the additional benefits of strengthening CFIA's overall ability to respond to additional foreign animal diseases and other emergencies.

2.3.4b Program Sub-Activity: Enhancing capacity to respond to emergencies

In addition to preparing for emergencies through joint exercises, the CFIA plays a significant role in emergency responses to deliberate threats. The Agency's front-line investigation and scientific expertise, as well as its considerable, widely-dispersed laboratory system, have enhanced its capacity for testing for potential contaminants, thereby contributing to the CFIA's emergency response capabilities.

Of the $23.8 million the CFIA spent to achieve this Strategic Outcome, approximately $22.6 million was devoted to enhancing the Agency's capacity to respond to emergencies.

Expected Result: *The Agency has the capacity to respond to emergencies*

In 2006–07, the CFIA continued to expand the capacity of its laboratories to deal with deliberate threats to the food supply and to plant and animal resources. Improvements include the enhancement of bio-security measures and procedures, greater laboratory capacity, and the enhancement of laboratory infrastructure.

Specifically, the CFIA developed guidelines and standards for the containment of plant and animal pathogens and worked with federal, provincial and international partners to enhance its animal health diagnostic network. The Agency also developed new and faster testing methodologies for microbial food contaminants. In addition, the CFIA funded equipment and infrastructure upgrades at CFIA laboratories across the country to enhance its laboratory emergency response capacity.

Table 2.3.4b.1 — Financial Resources: ***Enhancing capacity to respond to emergencies***

Planned Spending ($ millions)	Authorities ($ millions)	Actual Spending ($ millions)	Proportion of Actual Agency Spending
24.9	30.2	22.6	4%

All health, safety and protection situations have a geographic dimension. Visual representations of geographic information are thus essential to the CFIA's effective response to animal, plant and food-related incidents across Canada. In 2006–07, the CFIA used funding under the Public Security and Anti-Terrorism (PSAT) initiative to prepare a GIS Project Charter and Plan for the proposed development of a geographic information system. Funding was also used to maintain equipment, software licences and telecommunications needed in CFIA National Emergency Operation Centres, building on the upgrades achieved in 2005–06.

During the 2006–07 fiscal year, the Agency also moved to update and upgrade its system for maintaining contact lists. During emergencies, or when dealing with urgent issues, the Agency must be able to quickly contact industry and other government departments via e-mail. To facilitate better responses to emergency situations and urgent circumstances, the CFIA has begun the development of a website containing all emergency contact information, to aid rapid communications between stakeholders.



The CFIA target for the implementation of the National Emergency Response System was full implementation of the system. The CFIA met this target, enabling the Agency to engage in a co-ordinated federal response to potential emergencies that could affect food safety, animal or plant health.

3. SUPPLEMENTARY INFORMATION

3.1 Special Initiatives

Moving Ahead on Key Challenges

Reporting on Special Initiatives: The Agency's 2006–07 *Report on Plans and Priorities* reports on its key risks and challenges and sets out a plan to address these issues, namely through the work of Special Initiatives. These are longer term in nature and represent the strategic agenda of the CFIA.

In accordance with the Agency's commitment to risk-based planning and the integration of risk management into all decision-making processes, the CFIA has identified 10 key challenges and risks to meeting its Strategic Outcomes. The CFIA recognizes that some of these risks, such as foodborne illness, zoonoses and the entry and spread of plant and animal diseases will likely always exist. Accordingly, the CFIA's goal is to reduce both the likelihood that these risks will occur and the consequences should they occur by improving its capacity to manage them. Any residual risks should be fully mitigated over time with careful planning and implementation of risk mitigation strategies. The initiatives included in the following section, although organized according to the PAA, directly contribute to the mitigation of key strategic risks. The risk mitigation strategies have been identified throughout this section with the following symbol  .

STRATEGIC OUTCOME: **Protection from preventable health risks related to food safety or the transmission of animal diseases to humans**

> **Program Sub-Activity:** *Managing food safety risks*
>
> **Expected Result:** *Food leaving federally registered establishments for inter-provincial and export trade, or being imported, is safe and wholesome*



Enhancing the consistency of import control programs

Canadians consume a variety of foods from a wider range of sources than ever before. Managing food safety risks associated with imported commodities presents challenges that differ from domestically produced food. In 2006–07, the CFIA updated and promoted the *Good Importing Practices for Food* publication which had last been updated in 1998. This voluntary code of practice provides guidance to food importers on how to establish effective controls to ensure food safety, as well as how to ensure imported products meet Canadian regulatory requirements. Although some sections may not apply to every importer, the publication is intended for broad use across the industry. The publication will also prove useful for CFIA inspectors in assessing food import controls, and will help guide the CFIA in refining its inspection priorities.



Continuing to expand and integrate the Hazard Analysis Critical Control Point (HACCP) approach

Hazard Analysis Critical Control Point (HACCP) is a systematic approach to identifying and assessing hazards and risks associated with a food operation and defining the means of their control. The HACCP system prevents food safety problems by applying control throughout the manufacturing process at stages identified as critical control points. These points permit operators to detect and control hazards before products are distributed. While voluntary in the past, HACCP systems became mandatory

for all federally registered meat and poultry establishments in November 2005 and became mandatory for fish establishments in 1997, although it remains voluntary for other sectors.

In order for a meat establishment to be granted HACCP-recognition, the establishment must be proven to meet a variety of conditions outlined by regulation. As of the end of the 2006–07 reporting period, all of the 771 federally registered meat and poultry establishments had been evaluated by the CFIA to ensure compliance with the requirement to adopt the HACCP approach.

Expected Result: *Food safety incidents in non-federally registered facilities and food products produced in them are addressed*

Participate in the development of a National Food Safety Strategy

Federal, provincial and territorial food regulatory representatives met in 2006 and made progress on the development of a more integrated approach to food safety. The CFIA took a lead role in the development, with the aim of protecting Canadians from preventable health risks from food through better decision-making capability and increased transparency in communication. The partners formed expert panels to consider issues related to pathogens, chemical contaminants and nutritional safety and developed rationale for public health performance measures.

Program Sub-Activity: *Controlling the transmission of animal diseases to humans*

Expected Result: *Animal diseases that are transmissible to humans are effectively controlled within animal populations*

Develop integrated surveillance and analysis systems for zoonotic diseases

The CFIA has been working to establish a Canadian network of federal, provincial and university animal health laboratories that will maintain surveillance for foreign-animal and emerging-animal diseases. In the future, the network is intended to join with the Canadian Public Health Laboratory Network and the United States of America Health Laboratory Network.

Facilitate recognition of the Canadian Science Centre for Human and Animal Health (Winnipeg) as an international reference laboratory for avian influenza (AI) and bovine spongiform encephalopathy (BSE)

On May 31, 2006, the OIE announced that Canada's National Centre for Foreign Animal Disease in Winnipeg was selected as a reference laboratory for AI and BSE. This reference laboratory, along with the CFIA's laboratory in Lethbridge, will serve as centres for expertise and standardization for AI and BSE, to develop new procedures for the diagnosis and control of these diseases, and to co-ordinate research and provide training and diagnostics to other member countries of the OIE. The BSE Reference Laboratory is the first of its kind in the Americas, and one of only four in the world. The CFIA's excellent reputation as a science-based organization with world-class laboratories that employ some of the world's finest experts in animal health is evidenced by this designation.

See highlight on BSE and AI under section 2.3.1b

STRATEGIC OUTCOME: Protection of consumers through a fair and effective food, animal and plant regulatory regime that supports competitive domestic and international markets

Program Sub-Activity: *Promoting science-based regulation*

Expected Result: *The Agency applies sound and current science to the development of national standards, operational methods and procedures*[43]

Contribute to Government's science innovation and excellence initiative

As part of the federal science-based community, the CFIA contributes to the development of a common vision and implementation plan to

[43] The CFIA recognizes that this Expected Result is activity-based and not outcome-based. However, given that the expected result was presented in the *Report on Plans and Priorities*, the Agency must report on the results in this *Performance Report*. A recently conducted review and revision of the Agency's PAA, including the development of outcome-based Expected Results, will address this issue in the future.

address science and innovation within the federal government. For example, the CFIA has led the development of action plans to reduce financial resources, human resources and infrastructure barriers needed to address national research challenges facing Canada. The results of these plans are expected to improve the capability and capacity of the national innovation system to enhance the economic prosperity of Canada and improve the quality of life for Canadians.

> **Program Sub-Activity:** *Maintaining an effective regulatory framework*
>
> **Expected Result:** *A transparent, outcome-based and science-based domestic regulatory framework is maintained*

Contribute to the Government's Smart Regulation Strategy

The CFIA has been an active participant in the implementation of Smart Regulation direction since the inception of the government initiative, which was developed in response to the September 2004 report of the External Advisory Committee on Smart Regulation.

Over the past two years, the CFIA has made significant progress in responding to the strategic objectives it set for itself: enhancing policy capacity; improving the regulatory development process; and strengthening communication and consultation mechanisms. The issue streaming process outlined above is designed to provide opportunities for the consideration of alternate instrument options and to discuss and confirm consultation approaches, two key components of a more transparent and effective regulatory regime.

During 2006–07, government direction on regulation was clarified through Advantage Canada in November 2006 and Budget 2007. The new Cabinet Directive on Streamlining Regulation came into effect on April 1, 2007. The Directive has increased focus on lifecycle management, interdepartmental and intergovernmental co-operation and collaboration, setting measurable objectives, and quantitative cost-benefit analysis, all of which are intended to help maximize the net benefits of regulation.

The new Cabinet Directive also strengthens regulatory management through the focus it places on enhanced analytical oversight of issues related to competitiveness, trade and business burden. In this sense it is linked directly to, and supported by, the Government's Paperburden Reduction initiative. The CFIA has been an active participant on a portfolio working group as well as the interdepartmental working group, led by Industry Canada, for the past two years. During 2006–07, the CFIA was instrumental in assisting Industry Canada officials with the development of the *Paperburden Reduction Implementation Guide* and in planning for the actual inventory count and reduction exercises.

Over the past two years, the CFIA has worked very closely with central agencies on three regulatory review pilot projects: Seed Modernization, Fertilizer Modernization and Fair and Ethical Trading. The Seed and Fertilizer Modernization pilots have demonstrated very clearly the benefits that can accrue from the concept of permanent stakeholder–stakeholder and stakeholder–government dialogue as a vehicle for regulatory effectiveness and efficiency. The enhanced two-way flow of information improves awareness and understanding among parties and contributes to improved transparency, predictability and responsiveness of the regulatory process, as well as increased ownership on the part of stakeholders. The Fair and Ethical Trading pilot also demonstrates the benefits of a strong industry–government partnership and the creation of a permanent consultative body. It has resulted in industry collaboration along the value-chain, as well as collaboration with other governments, in particular the United States and Mexico.

Security and Prosperity Partnership of North America

The CFIA participated in the development of a trilateral Food Safety Task Force in December 2005 to address milestones and initiatives under the Food and Agriculture Regulatory Systems work plan, which is part of the Security and Prosperity Partnership (SPP) of North America initiative. Milestones to be pursued include: establish or identify a North American food safety coordinating mechanism to facilitate the co-operative design and development of common standards, where appropriate; the review of existing food safety standards to identify and assess, on a scientific basis, differences with a view to removing, where warranted and appropriate, those identified differences; and the sharing of information on food safety matters to protect and advance public health in North America.

The Food Safety Task Force agreed to address the following priority trilaterally: the development of common risk management approaches for the safe production of fresh fruits and vegetables, with a focus on pathogen reduction on those commodities that have previously been identified as being a potential vector for foodborne disease (e.g., cantaloupes, lettuce, tomatoes, sprouts, and berries). It was agreed to activate the North American Free Trade Agreement Sanitary and Phytosanitary Technical Working Group on Dairy Products, Fruits, Vegetables and Processed Foods to address this priority. The CFIA hosted a Working Group meeting in September 2006 to initiate the comparison of Good Agricultural Practices in the three countries, and has participated in subsequent trilateral conference calls to pursue progress on this activity.

Program Sub-Activity: *Protecting consumers and the marketplace from unfair practices*

Expected Result: *Deceptive and unfair market practices are deterred*

Redesign of destination inspection

The CFIA provides destination inspections for buyers of shipped produce to provide an impartial inspection report for the resolution of buyer/seller disputes regarding the quality of fresh fruit and vegetables.

Beginning March 31, 2006, the CFIA began the development of a Destination Inspection Service to improve inspection services for the fresh fruit and vegetable agricultural sector in Canada over the next three years. Under this initiative, inspection resources have been dedicated and increased to improve the timeliness and consistency of destination inspections, and improve the CFIA's ability to readily respond to changing market demands. This activity is also expected to strengthen the confidence of the U.S. Department of Agriculture in the equivalency of the Canadian Licensing and Arbitration System, which uses destination inspections for dispute resolution purposes, thus benefiting Canadian exporters. The Destination Inspection Service was launched in April 2007.

Program Sub-Activity: *Certifying exports*

Expected Result: *Other governments' import requirements are met*

Develop and implement electronic export certificate systems

Canadians and international trading partners are demanding increased security and more timely documentation systems to deal with increasing trade volumes. The CFIA is moving from a paper-based system to an electronic certification system that will certify that Canadian products comply with the importing country's regulatory requirements. This system will also verify the regulatory status of shipments and provide equivalent information to originating countries regarding imports. E-certification capability will help secure Canada's position and involvement in international trade standards organizations.

In 2006–07, the CFIA received approval for its e-certification project proposal and work plans to electronically transmit import/export documentation in certain areas of focus (e.g., meat export) within five years. The CFIA has engaged multilateral working groups to develop the framework for e-certification of export systems, which will be the first CFIA computerized system to directly interface with industry and foreign governments. The first meat export pilots with industry stakeholders are scheduled for 2007–08,

and the phytosanitary e-cert pilot proposal will be presented to the North American Plant Protection Organization in 2007–08.

STRATEGIC OUTCOME: A sustainable plant and animal resource base

Program Sub-Activity: *Protecting Canada's crops and forests*

Expected Result: *Entry and domestic spread of regulated plant diseases and pests are controlled*

Invasive alien species

The CFIA is working with Environment Canada to develop and implement action plans to prevent invasive alien species (IAS) from entering Canada.

In 2006–07, the CFIA made extensive progress in addressing invasive alien terrestrial plants and plant pests. Activities included: developing the Canadian Invasive Plants Framework; conducting a pathways analysis on the spread of Sirex wood wasp; building capacity to increase risk assessment, surveillance, and identification of invasive plants and plant pests; establishing a national Plant Protection Network of Expertise; developing a national surveillance program for specific invasive alien species of concern; and, strengthening laboratory capacity for the detection and identification of invasive alien plant pests.

Plant pest containment guidelines

To help prevent escape into the surrounding environment, it is necessary to have clear, explicit physical and operational practices for the laboratory handling of invasive alien plant pests. To meet this need in 2006–07, the CFIA has developed containment standards for facilities handling plant pests, which will serve as the basis for the CFIA's approval of medium to high-risk containment for facilities and laboratories. The standards will also be used to assess containment facilities applying for import permits for plant pests. The standards are expected to be finalized by March 31, 2008, and to come into full effect on January 1, 2009.

Program Sub-Activity: *Protecting Canada's livestock and aquatic animals*

Expected Result: *Industry complies with federal acts and regulations for livestock*

Lead the development of the Integrated National Animal Health Strategic Policy Framework

In 2006–07, governmental (including the AAFC and other federal, provincial, and territorial organizations) and non-governmental organizations, industry and the general public have continued to work in partnership to develop this new initiative including the engagement of interdepartmental committees from the federal, provincial and territorial communities, specifically, the Council of Chief Veterinary Officers, the Council of Chief Medical Officers of Health, and the Canadian Wildlife Directors Committee. The National Animal Health Strategy (NAHS) is an initiative coordinated by the CFIA that is designed to provide a framework for optimizing and improving the health and welfare of Canadian animals, through coordinating the activities of governments, universities, industries and animal health communities. The vision of the NAHS is to provide a framework for an integrated animal health system that balances the interests of animals, humans and the ecosystem. A series of NAHS documents are under development to stimulate and facilitate discussion among partners and will cover animal populations such as wildlife, farmed animals, pets, aquatic animals, laboratory animals and zoo animals. The NAHS will be published in July 2008 and will include a short-term and long-term action plan.

Enhance animal disease tracing and animal tracking for all livestock species

In 2006–07, the CFIA continued to actively participate, along with federal, provincial and territorial governments and stakeholders, in the establishment of a national traceability system through a process initiated under the Agricultural Policy Framework. Traceability systems are an information tool to support emergency management strategies such as prevention,

preparedness, response and recovery applicable to all hazards (e.g., natural disasters, disease outbreaks, food safety incidents, bio-terrorism); market opportunities (e.g., providing links to verifiable attribute information such as cattle age); and supply chain management. The CFIA, with Agriculture and Agri-Food Canada, are leaders in the consultative process with industry. In addition to CFIA's mandate is the development of the regulatory foundation through the amendment process under the *Health of Animals Regulations*.

Develop a national disposal strategy for all livestock species

In 2006–07, responding to lessons learned, the CFIA's animal health working group developed four alternate disposal methods and procedures for use in an avian influenza outbreak. For example, one method includes a composting strategy that has been found effective in killing the virus. Other methods of disposal may be considered by the CFIA in the future.

Establish the National Aquatic Animal Health Program

The CFIA is the lead federal agency in developing a National Aquatic Animal Health Program, a science-based regulatory program for aquatic animal diseases that have been designated as reportable or notifiable in Canada because of their potential impact on trade and Canada's economy. Fisheries and Oceans Canada will co-deliver the program through its National Aquatic Animal Health Laboratory System.

The program has four components: disease surveillance; disease control; import control; and export certification. It is being modeled after the CFIA's terrestrial animal health program in order to meet international aquatic animal health management standards.

In 2006–07, the CFIA and Fisheries and Oceans Canada entered into a Memorandum of Understanding and a joint Results-based Management and Accountability Framework to assess the results of the development and implementation of the National Aquatic Animal Health Program. The CFIA also staffed the newly created Aquatic Animal Health Division and established a National Aquatic Animal Health Advisory Committee. In addition, the CFIA completed a draft national surveillance plan and shellfish health monitoring project with the British Columbia Shellfish Growers Association to refine sampling procedures and testing methods.

Program Sub-Activity: *Assessing agricultural products*

Expected Result: *Agricultural products meet the requirements of federal acts and regulations*

Implement regulatory policies to address key challenges concerning plants and animals derived from biotechnology

The CFIA worked with other federal regulatory departments to establish an interdepartmental committee to address and make progress on horizontal regulatory matters related to biotechnology. In 2006–07, this included developing and implementing an action plan for animal biotechnology; plant molecular farming; aquatic biotechnology; enforcement and compliance issues; research oversight; transparency; and public engagement and governance matters. The CFIA co-led the drafting of a revised interdepartmental biotechnology regulatory strategy, as well as an interdepartmental initiative to improve horizontal transparency and public engagement in biotechnology for the Government of Canada.

In addition, the CFIA developed an updated workplan to address key horizontal and vertical issues such as plant molecular farming, adventitious presence, animal biotechnology and microbes. The CFIA also developed and updated a suite of communications materials and implemented a series of communications activities regarding the regulation of agricultural biotechnology. The CFIA revised its post-secondary educator's resource entitled *Regulation of Agricultural Biotechnology in Canada*, and conducted an online consultation as well as an interdepartmental consultation on the development of regulatory guidelines for commercial production of plant molecular farming.

STRATEGIC OUTCOME: Security from deliberate threats to Canada's food supply and agriculture resource base

Program Sub-Activity: *Preparing for emergencies*

Expected Result: *The Agency is in a state of readiness for an effective, rapid response to emergencies*

Update Foreign Animal Disease Emergency (FADES) agreements with the provinces/territories; develop timetable to exercise agreements

In 2006–07, the CFIA signed Foreign Animal Disease Emergency Support (FADES) plan agreements with Nova Scotia, Prince Edward Island, Quebec, Manitoba, Saskatchewan, Alberta and British Columbia. In addition to the FADES agreement signed with Ontario in 2004, the Agency has now signed eight of 13 intended agreements. The CFIA is negotiating agreements with Newfoundland and Labrador, New Brunswick and the Yukon.

FADES agreements outline the emergency co-ordination arrangements and roles of federal and provincial organizations, as well as private organizations, in the event of a foreign animal disease outbreak. Highly contagious foreign animal diseases have the potential to spread at a speed that can exceed the capacity of any one organization to control them. FADES agreements provide for a rapid mobilization of resources in the collaborative response to an outbreak of foreign animal disease. In particular, FADES agreements describe the scope, goals, activities, decision-making responsibilities, facilities, operations, logistics and communications required for a multi-level response to this kind of outbreak.

Establish a national veterinary reserve

In 2006–07, the CFIA took steps to establish a national veterinary reserve along with the Canadian Veterinary Medical Association, provincial governments, provincial veterinary associations and registrars, as well as the Public Health Agency of Canada and Public Safety Canada. This initiative will build a roster of trained foreign animal disease emergency response personnel to further enhance preparedness. It will also serve to augment Canada's ability to collaborate at the international level to address emerging risks at their source, without compromising its domestic operational and business.

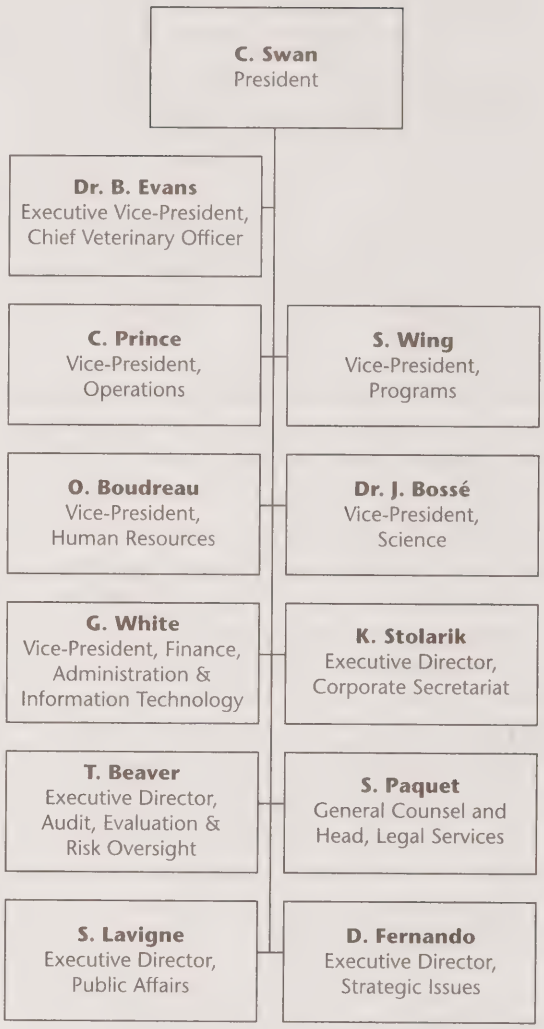
3.2 Organizational Information

The CFIA is mandated to safeguard food, animals and plants, which enhances the health and well-being of Canada's people, environment and economy. To carry out this mandate, the CFIA has almost 6,100 dedicated full-time equivalents working across Canada to regulate food safety, animal health and plant protection.

The CFIA is headed by a President, who is the Chief Executive Officer of the Agency. She supervises and directs Agency work and staff. The President reports to the Minister of Agriculture and Agri-Food Canada (AAFC). An Executive Vice-President supports the President in her role.

There are two Vice-Presidents (VPs) who are responsible for the delivery of the Agency's programs. The VP Science Branch supports the CFIA's business objectives through laboratory science, risk assessment, technology development and research. The VP Operations is responsible for administering and enforcing the Agency's various acts and regulations. A third VP, the VP Programs, manages program policy and design and supports the operational delivery of the Agency's programs.

Two other VPs, four Executive Directors, a General Counsel and a Chief Veterinary Officer provide policy and corporate support for the delivery of the CFIA's mandate. They cover functions such as: human resources; corporate services; legal services; parliamentary and regulatory coordination; corporate planning, reporting and accountability; federal, provincial and territorial relations; industry affairs; cabinet, regulatory and legislative affairs; corporate and horizontal policy coordination; and public affairs.



3.3 Regulatory Research

Regulatory Research activities support the CFIA's mandate in food safety, animal health and plant protection. Regulatory research, as it applies to the activities of the CFIA, is focused on scientific investigation or analysis conducted by the CFIA, alone or with collaborating organizations, in order to produce new knowledge or new technology that addresses the specific needs or objectives of the CFIA. Research results aim to support sound, risk-based decision making, policy development and implementation, as well as program delivery.

The Regulatory Research Sub-Activities have been added to the CFIA's 2006–07 Program Activity Architecture as outlined in the CFIA's 2006–07 *Report on Plans and Priorities*.

Financial and human resources data, strategic indicators and targets are not available for this section for the current reporting year. In this section, we are reporting results for each expected result described in the 2006–07 *Report on Plans and Priorities*.

STRATEGIC OUTCOME: Protection from preventable health risks related to food safety or the transmission of animal diseases to humans

> **Program Activity:** *Food safety and public health*
>
> **Program Sub-Activity:** *Regulatory Research — Food safety, nutrition and public health*
>
> **Expected Result:** *Decision making related to food safety, nutrition and public health is supported by sound, sufficient and current Agency regulatory research*

Public awareness of food safety and nutrition continues to increase along with the global advancements in science. This trend has led to increased public focus on the safety and nutritional value of food. The scientific capacity to respond to new and emerging food safety and nutritional concerns is an important component of the CFIA's inspection programs. Timely and defensible laboratory test results that will withstand legal and international scrutiny are key elements in the enforcement of food safety and nutrition compliance.

- In 2006–07, the CFIA finalized the development of a diagnostic tool named Cloth-based Hybridization Array Systems (CHAS), which confirms the presence of four foodborne pathogens (*Salmonella*, *E. coli* O157:H7, *Listeria monocytogenes* and *Shigella* foodborne isolates).

  Finalization of CHAS methods for other foodborne pathogens and inter-laboratory performance validation is expected in 2007–08. This will provide the CFIA with more efficient analytical tools for use in its inspection programs for foodborne illnesses and shorter turnaround times for delivery of results. The CFIA also co-ordinated a databank of reference material to share this information throughout food microbiology laboratory networks across Canada to help in traceback investigations.

- During the fiscal year, the CFIA also developed a confirmatory method to screen eggs for the presence of additional antibacterial drugs. For example, the availability of some drugs, especially through international sources via the Internet, means that the possibility exists for the presence of antibacterials in eggs after extra-label drug use, accidental use, or unauthorized use. The new method is used in conjunction with other CFIA screening methods.

Zoonotic diseases, by definition, have the potential to threaten public health. Some zoonotic diseases such as brucellosis, rabies, and bovine tuberculosis occur at a low level in Canada, especially in wildlife. Other diseases such as BSE and AI have emerged in recent years to threaten Canada's agricultural economy, animal health and trade. Research to improve testing methodology contributes to reliable and accurate testing and facilitates disease control and early intervention should the disease appear in animals.

- *M. bovis* is the causative agent of bovine tuberculosis, a reportable zoonotic disease in the cattle family with great economic impact. Determining how strains of this disease are related is important when planning disease control strategies and during outbreaks. The CFIA adopted new methods to determine the strain type for *Mycobacterium bovis*. This method appears to overcome many previous difficulties of past research.

STRATEGIC OUTCOME: Protection of consumers through a fair and effective food, animal and plant regulatory regime that supports competitive domestic and international markets

> **Program Sub-Activity:** *Regulatory Research — Exports and unfair practices*
>
> **Expected Result:** *Decision making related to regulatory development and review, deterring unfair practices, and export, is supported by sound, sufficient and current Agency regulatory research*

The CFIA research supports the delivery of a fair and effective regulatory regime for food, animals and plants through the acquisition of new knowledge and improved methodologies. The Agency's research also supports consumer and marketplace protection from unfair practices by verifying that the methodology used to support regulatory compliance activities is fully validated, uses the best science available, is in line with international activities, and meets the requirements set out in Canadian regulations.

The CFIA, in collaboration with industry, worked on the potential validation of a DNA-chip technology system for the identification of meat ingredients. Knowledge acquired allowed the CFIA to advise and guide the industry to improve the technology for use in North American food markets.

Agency research has also used new molecular technologies to differentiate DNA among varieties of potato. Accurate identification of potato varieties is useful in sustaining export markets and maintaining the high reputation of Canadian seed potatoes.

STRATEGIC OUTCOME: A sustainable plant and animal resource base

Program Sub-Activity: *Regulatory Research — Animal and plant resource protection*

Expected Results: *Decision making, including regulation, regarding animals and plant health are supported by sound, sufficient and current Agency regulatory research*

The CFIA's research supports protection of the animal and plant resource base through the acquisition of new knowledge and improved technologies and methodologies for the prevention, detection, surveillance and management of animal diseases of significance to the health of livestock, wildlife, and plants. In addition, the CFIA's research supports the harmonization of laboratory methods with trading partners.

The CFIA developed highly efficient and sensitive detection methods to test for *Tobacco rattle virus* and the *tuber necrosis strain of Potato virus* Y in potato samples. This resulted in the development of standard protocols for CFIA diagnostic laboratories and an increase in virus surveillance and risk analysis, which in turn increased the CFIA's capacity to address this area of emerging environmental and economic concern.

Research on transmissible spongiform encephalopathies (TSEs)
The CFIA conducts research to increase knowledge on transmissible spongiform encephalopathies (TSEs), including BSE and scrapie, which are found in Canadian livestock, and Chronic Wasting Disease, which is present in wild and farmed elk and deer. Research is focused on finding better ways to detect these diseases before signs become apparent, improve their control and protect animal health and trade.

To date, six different rapid tests for the detection of BSE have been validated, and samples on TSEs have been stored for future collaborative projects. These activities will continue in 2007–08.

Research on high-threat animal diseases
Exotic animal diseases such as foot-and-mouth disease and classical swine fever could devastate animal health and trade if they are introduced into Canada. The CFIA conducts research on these diseases to improve tests that allow for early detection and rapid response in the event of an outbreak.

In 2006–07, CFIA research activities with foot-and-mouth disease virus were initiated. Results include the production of highly needed diagnostic reagents and the development of new diagnostic tests that will ensure the CFIA's ability to respond to an outbreak of this disease. This has allowed the CFIA to initiate proactive collaborations with other laboratories with similar interests. Through research, the CFIA will continue to work to develop a rapid "pen-side" diagnostic tool that would allow the testing of animals and animal products in situations where faster diagnosis is required.

STRATEGIC OUTCOME: Security from deliberate threats to Canada's food supply and agricultural resource base

Program Sub-Activity: *Regulatory Research — Public security (including the Chemical, Biological, Radiological and Nuclear Research and Technology Initiative)*

Expected Result: *Decision making related to public security is supported by sound, sufficient and current agency regulatory research*

In 2006–07, CFIA officials continued to work on the creation of laboratory clusters for the Chemical, Biological, Radiological and Nuclear Research and Technology Initiative (CRTI), which supports Canada's preparedness for, prevention of, and response to, chemical, biological, radiological and nuclear terrorist attacks. The CFIA also continued to co-chair the biological cluster of federal laboratories with the Public Health Agency of Canada.

Laboratory clusters focus on the joint needs of federal scientific laboratories and the operational community with respect to addressing potential chemical, biological, radiological and nuclear terrorist attacks. Through the clusters, representatives from federal departments and laboratories share their ideas, knowledge, experience and resources, as well as discuss challenges and solutions. The CFIA participated in the creation of a network of federal, provincial and university animal health diagnostic laboratories, which as a result of CRTI, will build on research findings and outcomes to enhance Canada's ability to detect animal disease threats and provide a rapid response to minimize human health and economic consequences in the country.

Specific achievements over 2006–07 include the continued development of rapid, highly sensitive diagnostic tests for use during emergency responses to outbreaks of high-threat animal viruses, including avian influenza, which could be introduced into this country and transmitted to livestock, wildlife and, in some cases, to humans. Work also continued on the development of a web-based system to collect and process targeted surveillance data in order to disseminate intelligence among partners for rapid exchange of information and decision making. The system is expected to result in the seamless integration of human and animal health intelligence, and to provide a comprehensive solution set from data exchange to analysis, and from surveillance to alerting and event management.

The CFIA research continues to develop methodologies to detect potential contamination of the food supply. Examples include methodologies to detect *Yersinia pestis* (plague), *Bacillus anthracis* (anthrax), and ricin (a toxin that has potential to be used as an agent of biological warfare) in the food supply. The CFIA is also assessing newer technology and methodologies to improve its service delivery and capacity for the detection of pathogens in food. Projected to continue through 2007–08, the validation of the CFIA's research methodologies for the detection of anthrax in specified foods is expected to be accredited by the Standards Council of Canada as official methods of Canada's Quality Assurance Program. The validation data will provide crucial information on the sensitivity and specificity of the tests.

The CFIA is also developing new capabilities for rapid detection and typing of the potential agro-terrorism agents, such as foot-and-mouth disease virus and avian influenza virus. In collaboration with CFIA stakeholders, DNA microarrays are being adapted to a more portable platform that can be easily and practically used by first emergency responders. This technology, named NanoChip technology, represents a novel detection and typing tool that can be used at the farm site in a mobile diagnostic unit. The CFIA has completed the assay design and layout on the NanoChip platform, and validation of the NanoChip electronic array technology is expected to be completed in 2008.

Through its involvement in all of these CRTI-related activities, the CFIA has strengthened its linkages with emergency response partners and enhanced its readiness to respond to terrorist attacks.

3.4 Providing Sound Agency Management

The CFIA views the implementation of the Treasury Board Secretariat's (TBS) Management Accountability Framework (MAF) as a means to continuously improve its management processes so that its core mandate can be delivered in the most effective and efficient manner possible.

The MAF is a key part of the Treasury Board's approach to improving management across federal departments and agencies. The framework is composed of 10 interconnected elements, such as risk management and accountability, which departments and agencies are expected to implement in their organizations to ensure management excellence and proper oversight of management practices. Every year, TBS assesses departments and agencies on their implementation of the MAF using more than 40 indicators.

Based on the TBS assessment of the management practices at the CFIA for 2005–06, the CFIA received the following ratings: five *notables*, 12 *acceptables*, one *average*, 10 *opportunities for improvement*, zero *attention required*, 14 *unrated/ not applicable*, and zero *information required*. This demonstrated an improved overall rating for the CFIA, moving up in eight indicators, down in one indicator, and maintaining its status for the remainder. In particular, the CFIA was commended for improving its ratings in the areas outlined in Table 3.4.1.

The CFIA was also praised for making progress in five priority management areas that were identified for follow-up in the 2004–05 TBS rating. These included: successfully integrating human resources into business planning; responding to common science-based human resources management issues by developing critical competencies for the science and technology community; and, mitigating financial pressures related to the management of animal and health emergencies using a contingency fund.

There were some areas, however, where the CFIA needed to improve its performance. For example, the CFIA was advised to address the under-representation of persons with disabilities, Aboriginal persons and visible minorities and to ensure that CFIA offices serving the public provide services in both official languages. It was also recommended that the CFIA improve its performance reporting by fully implementing the requirements of the TBS *Management, Resources and Results Structure Policy* (MRRS), and improve its governance structure by establishing a stable MRRS structure. In addition, the CFIA was asked to meet the *Management of Information Technology Security Standard*

Table 3.4.1 — Management Accountability Framework Rating Improvements

MAF Indicator	New Rating	Reason
Risk	Notable	Continued significant progress implementing Integrated Risk Management
Capital assets	Notable	Integration of all asset classes into a Long-Term Capital Plan
Materiel management	Notable	Materiel management framework with clear accountabilities. Undertaking initiatives to safeguard moveable assets
Real property	Notable	Developed Real Property Management Framework
Effective planning function	Notable	Developed tools to support strategic resource planning and management decisions
Evaluation	Acceptable	Sustained 2005–06 evaluation resource levels
TB submissions and conditions	Acceptable	Accurate, substantiated and comprehensive financial components in Treasury Board submissions

by December 2006 and establish firm target dates and prioritizing information and IT management activities.

The CFIA continues to actively address all MAF elements and indicators. Special priority has been made over the past year to address those areas that were deemed *opportunities for improvement* through the voluntary development of a MAF III Action Plan. The MAF Action Plan was presented and approved by the Executive Policy Committee and is updated on a quarterly basis through the Executive Sub-Committee on Planning and Reporting. The Action Plan was highly effective in increasing MAF awareness and engagement throughout the CFIA and has now been integrated as an ongoing best practice within the CFIA.

This section of the Agency's *Performance Report* is presented according to MAF elements and indicators. Note: Resources attributable to Sound Agency Management activities are allocated from the CFIA's four strategic outcomes on a pro-rata share.

3.4a Risk Management, Accountability, Governance and Strategic Directions, and Results and Performance

MAF Elements	Indicators
Governance and Strategic Direction	Governance legitimacy
	Effective planning
	Portfolio management
	Governance structure
	Horizontal initiatives
Risk Management	Legal risk management
	Risk
Accountability	Authorities and delegation
Results and Performance	Evaluation function
	Information and decision making
	Financial reporting
	Performance reporting

New Governance Structure

In 2006–07, the CFIA established a new governance structure that included the creation of two senior decision-making committees: one to oversee management and the other to drive policy direction. The *Executive Management Committee* is the forum for information sharing and updates on matters of ongoing interest and emerging issues. The *Executive Policy Committee* is the key point of integration for the CFIA, providing strategic policy direction for programs and administration, resource allocation, risk management and planning.

In the past year, the new governance structure has proven to be highly effective by enhancing communication, providing linkages amongst the various committees and ensuring that key issues are brought forth to the senior decision-making committees. To enhance the functionality of the governance structure, the CFIA has refined some of the processes required by these committees. These improvements include the development of a forward agenda, establishing regular meetings so that various committee chairs and committee secretariats can meet; development of a common look and feel for Records of Decisions (RODs); posting of executive sub-committees' RODs on the CFIA's Intranet site; and the creation of a database to capture all action items resulting from RODs. A review of each committee's "Terms of Reference" and membership was completed to ensure that CFIA priorities are reflected and supported through a sound governance structure.

The CFIA has established an independent *Executive Sub-Committee on Audit and Risk Management*, which is chaired by the CFIA's President. This sub-committee fulfills the terms and conditions of Treasury Board policies on internal audit and risk management. It also ensures independent and objective advice, guidance, and assurance on the adequacy of the CFIA's control and accountability processes.

The CFIA Executive Council hosted a two-day conference for the CFIA executive community in February 2007. The conference focused on Celebrating Leadership. The conference highlights included a presentation from key industry partners, a panel discussion about perspectives of the CFIA's federal partners as well as key messages from central agency leaders on workforce renewal and the strategic direction of the CFIA.

Integrated Risk Management

The CFIA, as a risk-based organization, continues to show its commitment to sound risk management by implementing Integrated Risk Management (IRM) principles throughout the organization. Integrated Risk Management is a continuous, proactive, and systematic process to understand, manage, and communicate risk from an organization-wide perspective. It is about making strategic decisions that contribute to the achievement of an organization's overall corporate plans and priorities. Implementation of IRM within the CFIA is guided by the Treasury Board Secretariat's Integrated Risk Management Framework and CFIA's Integrated Risk Management Policy, which was recently developed. In 2006–07, the CFIA began the work required to update the Corporate Risk Profile. Workshops were held in all areas of the CFIA to identify, validate and rate risks as well as develop an inventory of existing mitigation strategies in the organization. A new, high-level Corporate Risk Profile is scheduled for completion in the fall of 2007.

In the past year, consideration of key strategic risks was integrated into all decision making and planning processes, including (but not limited to) strategic planning, regulatory analysis and capital planning.

Program Activity Architecture Review

The CFIA reviews its Program Activity Architecture on an annual basis, undertaking incremental revisions each year. In Budget 2006, the Government of Canada called for a renewal of the Government's Expenditure Management System. This activity aims to ensure that federal programs focus on results, deliver value for money, are consistent with federal priorities, and continue to serve the purposes for which they were created. In 2006–07 the CFIA undertook an extensive review of its existing Program Activity Architecture to meet the objectives of this initiative as well as better reflect the Agency's mandate. The result was the development of three Strategic Outcomes, which have been approved by Treasury Board. [The CFIA's revised Strategic Outcomes and Program Activity Architecture structure will be implemented and reflected in the forthcoming 2008–09 *Report on Plans and Priorities*.]

Information Management/Information Technology Planning

Information Management (IM)/Information Technology (IT) planning is a key management priority for the CFIA. The TBS's Management Accountability Framework (MAF) Assessment III for 2005–06 concluded that, at the time of the assessment, there was no information available on IM/IT governance structure, project execution or approach to common services. The assessment also concluded that the CFIA's Management of Information Technology Security (MITS) plan needed to be refined to establish firm target dates for meeting compliance to the MITS Standard. As a result, the CFIA committed to set up a new Executive Sub-Committee on IM/IT; operationalize feeder committees to deal with IM/IT issues; and submit an MITS action plan, seek agreement from TBS, and validate the number of areas of MITS compliance commitments that the CFIA was required to address. Each of the action items undertaken in response to the TBS MAF Assessment III were completed by the end of March 2007 and will continue to be monitored and improved upon in 2007–08.

Setting Targets and Performance Reporting

Performance Management Framework

In 2006–07, the CFIA implemented a results-oriented Performance Management Framework to improve data collection, management, and performance reporting. This framework was re-aligned to ensure consistency with the TBS *Management, Resources and Results Structure Policy*. The framework was also adjusted to respond to

the recommendation of the Office of the Auditor General to include crosswalks between the program structure of the performance information and the Agency's *Report on Plans and Priorities* and the CFIA's Corporate Business Plan.

In particular, the Agency progressed in each of the following Performance Management Framework activity areas:

- ***Development of strategic indicators and targets:*** The CFIA improved collaboration across the Agency at all levels by establishing and leveraging key committees. It is expected that these committees will act as central nodes for information sharing between branch planning teams as well as for the implementation of best practices.
- ***Benchmarking on performance measurement:*** In response to the recommendations of the Office of the Auditor General, during 2006–07, the CFIA undertook a series of benchmarking exercises, examining and comparing the performance measurement practices of the CFIA and other similar international bodies. This information will be utilized to improve performance indicators and targets throughout the organization as the CFIA continues its implementation of the *Management, Resources and Results Policy* through improvements to its Performance Measurement Framework.
- ***Performance management governance, guidelines, tools, training and communications:*** The CFIA integrated a new governance structure for performance management to enhance sound and collaborative decision making. The structure formalizes performance management as an established CFIA activity supported by management, building ownership within each branch and promoting further collaboration across the organization. In 2006–07, the CFIA continued to build its performance management expertise, including training branch coordinators so they are better equipped to manage performance activities.
- ***Development of performance measures across all branches:*** In recognition that results-based measures must be integrated throughout the CFIA's many branches and areas, the CFIA made a concerted effort to develop strategic and operational performance measures for all branches and regions.
- ***Performance management system mapping, cleanup, small improvements and upgrades:*** In 2006–07, the CFIA began a process aimed at identifying the gaps between corporate and strategic performance reporting. Reporting gaps have developed due to the utilization of different approaches for performance management and performance reporting, as well as the introduction of the revised Program Activity Architecture *after* the performance framework was established. This process will continue in 2007–08.
- ***Development and implementation of a long-term improvement strategy:*** The CFIA has been working to identify a long-term systems solution to support management reporting needs and to alleviate the challenges faced by users of the current system. In 2006–07, the CFIA focused on cleaning up core data and identifying ways to improve the reporting process and quality of data capture and reporting.

Access to information

In 2006–07, the CFIA implemented an Access to Information Action Plan (ATIP), which included making improvements to the *InfoSource* report and including data matching in its annual ATIP report. The CFIA achieved an "A" grade from TBS for its timely response to ATIP requests after it scored 95% on the ATIP report card.

3.4b People, Values and Learning

MAF Elements	Indicators
People	Workplace
	Employment equity
	Official languages
	Readiness for PSMA implementation
	Workforce
	Human resources planning
	Performance review
Values	Leadership
	Organizational culture
	Guidelines and recourse
Learning	Innovation and change management
	Organizational learning

Sustainable workforce

The CFIA recognizes that its success relies on the quality and ability of its employees and the sustainability of its workforce. To that end, the CFIA strives to ensure that it has sufficient resources to enable employees to do their jobs effectively. The CFIA is also committed to providing its employees with adequate and timely training, promoting diversity in its workforce, and ensuring that processes and practices are in place to resolve workplace issues.

The CFIA's workforce grew from 6,121 in 2005–06 to 6,585 employees in 2006–07, an increase of 7.6%. This included an increase of 4.7% in the scientific, professional and technical community.

In 2006–07, the CFIA created a Youth Network (YN) to empower and retain young employees at the Agency, while promoting the CFIA as an employer of choice. The Youth Network developed Terms of Reference, engaged members from across all CFIA areas and developed an action plan and budget that was presented and accepted by EPC. The YN has been actively engaged in the CFIA, hosting brown bag luncheon information sessions and participating in various Agency-wide activities.

The CFIA plans, promotes and implements employment practices that encourage the full participation of diverse Canadians. The CFIA's 2004 to 2007 Employment Equity Plan outlines goals to ensure that its workforce reflects the diversity of the Canadian population; progress in achieving these goals is measured annually.

In 2006–07, the CFIA made considerable progress toward sustaining a diverse and representative workforce. Representation of women, persons with disabilities and members of visible minorities have all reached 100% of the Canadian Workforce Availability, while the proportion of Aboriginal peoples is very close to this goal at 97%. Refer to Table 3.4b.1 for full representation breakdowns.

Moving Ahead on Key Challenges

Meet official languages obligations

The CFIA is working toward meeting the requirements of the *Official Languages Act* and the Agency's official languages policies by implementing specific measures outlined in a three-year strategic plan. The CFIA is currently in the third year of its three-year strategic plan.

Table 3.4b.1 — Diversity in CFIA's Workforce

Representation	2005–06	2006–07
Women	49.3%	50.3%
Aboriginal peoples	2.3%	2.3%
Persons with disabilities	4.8%	4.4%
Visible minorities	9.8%	10.6%

In 2006–07, the CFIA amended its Official Languages Policy to update and clarify its linguistic obligations and reinforce its commitment to serving Canadians in the official language of their choice. The CFIA also developed an accountability framework to outline the roles and responsibilities of its stakeholders with regard to Parts IV, V, VI and VII of the *Official Languages Act*. The CFIA also developed several new toolkits including one entitled *Getting Ready for your Second Official Language Training* to support employees in their second official language learning path.

Although the CFIA has made significant progress towards meeting the requirements of the *Official Languages Act* and the Agency's official languages policies, there is still room for improvement. The TBS' MAF Assessment IV for 2006–07 noted that the CFIA must continue its efforts to improve linguistic capacity in its offices with the obligation to provide service to the public in both official languages. The CFIA has committed to improving capacity to provide services in both official languages by 10% each year from 2006–09.

Enhance the focus on learning, including implementing a prerequisite training program for new managers and developing additional e-learning products

The CFIA provides all employees with the training and tools they need to do their jobs, as well as the support to pursue career-long learning and development opportunities. The CFIA's Learning Policy encourages a strong culture of continuous learning and provides direction to managers and employees on the management of learning.

In 2006–07, the CFIA offered a very successful *Managing for Success* training program to all 1,200 existing and 200 new managers. As part of its e-Learning initiative, the CFIA also launched a new e-Orientation program, e-Values program, and three science-based modules. In addition, the CFIA assessed leadership competency in all but two of its branches, the results of which were used to build branch-level learning strategies.

In support of its learning priorities, the CFIA increased its Development Fund to $2 million in 2006–07. This Fund supports knowledge transfer as well as management development including developmental official language training to meet succession planning needs. The Development Fund also provides for longer-term professional development and critical post-graduate opportunities.

The CFIA is also updating its meat hygiene learning modules to support its meat reform activities; has developed and implemented new training materials to support the avian influenza preparedness strategy; and is also delivering a scientific "train the trainers" course.

Launch second CFIA-wide employee survey

The CFIA conducted a second voluntary employee survey to gather views on its work environment and overall job satisfaction. The survey also sought employee opinion on changes that have occurred since the first survey was conducted in 2003.

A total of 54% of the CFIA's employee population responded to the survey. The CFIA achieved strong positive results, with employee satisfaction increasing at least 5% in 42 of the 118 survey question areas, covering areas such as classification, staffing, performance management, career development, relations with immediate supervisors, harassment, and relations with the unions. Feedback, performance review and career development areas recorded improvement levels of 10% on average, and there was a 9% increase in employee satisfaction in questions related to staffing practices.

The CFIA is developing action plans to build on these achievements and to address opportunities for improvement revealed by the results of the employee survey. The CFIA is also using the results of the survey to apply a series of human resource metrics to further measure workplace wellness.

Integrate human resources planning into the business process

The CFIA integrates human resources planning into its business plans to improve its ability to forecast human resource needs.

In 2006, the CFIA provided training in this area to more than 1,400 managers as part of the *Managing for Success* pre-requisite training program for managers. The CFIA also developed a five-step integrated HR and Business Planning process to help its business planners and senior management identify their human resource priorities.

In addition, human resources planning sessions were held with the three main branches of the CFIA to identify HR gaps, challenges and potential solutions related to business priorities. The results of these sessions will be integrated into future branch business plans.

3.4c Policy, Programs and Citizen-Focused Service

MAF Elements	Indicators
Policy and Programs	Policy framework
	Strategic policy capacity
Citizen-Focused Service	External service delivery strategy
	Official languages for external service delivery
	Government-wide services
	Service delivery and user fees

Incorporating the principles of the *Federal Accountability Act*

The *Federal Accountability Act*, which entered into force in 2006, takes a "lead by example" approach to improving responsibility and accountability. The Act outlines its expectations of all federal departments and agencies, such as developing clear action plans and reports on progress in addressing recommendations of the Auditor General and enhancing budget information to respond to Parliamentary Budget Officer requests.

In 2006–07, the CFIA developed a detailed action plan that outlines each of the provisions of the *Federal Accountability Act* that are applicable to the CFIA, as well as how the CFIA must proceed in order to meet the commitments of the Act. To that end, the CFIA is now refining its internal control measures to support the President as an Accounting Officer and developing a new policy on transfer payments that is expected to be issued in 2007. The CFIA is also taking steps to create/adopt a policy on Values and Ethics and an internal policy on wrongdoing extending from the *Public Servants' Disclosure Protection Act*.

Moving Ahead on Key Challenges

Develop a consultation policy and database

To support the government-wide priority of transparency and accountability, the CFIA has worked over the past year to finalize its Consultation Policy. Consulting and engaging stakeholders in the development, implementation, review and evaluation of its policies, programs, services and initiatives remains an important priority for the CFIA. Progress was made in 2006–07 on the development of an electronic inventory/database of the CFIA's consultations as well as a communications plan for the implementation of the framework.

Continued implementation of the program delivery consistency initiative

The TBS's Management Accountability Framework Assessment III in 2006–07 concluded that the CFIA would benefit from improving responsiveness to client needs as well as partnering with other jurisdictions or organizations to achieve more client-centric/cost-effective service delivery. In response, the CFIA committed to review the Consistency Initiative, with an aim to analyze and address areas of program delivery that require greater consistency across sectors. In 2006–07, the CFIA continued to measure its progress towards achieving consistency in the delivery of its programs for meat, dairy, food safety and animal health; significant progress is being achieved through implementation of a QMS (Quality Management System).

3.4d Stewardship

MAF Elements	Indicators
Stewardship	Capital assets
	Financial analysis
	Information and IT management
	Internal audit function
	Management of transfer payments
	Materiel management
	Procurement and contract management
	Project management
	Quality of TB submissions
	Real property
	TB conditions

Moving Ahead on Key Challenges

Improve information and IT management
The CFIA's Information Management and Information Technology infrastructure must continually evolve to keep up with demand. The CFIA has been working at an aggressive pace on its *Network Access Upgrade Project* over the past year, to implement faster data telecommunication to its locations currently on dial-up.

In 2006–07, the CFIA made progress in the implementation of its *Management of Information Technology Security Action Plan* by developing information and processing capabilities to manage emergency situations. The CFIA also created an executive sub-committee on IM/IT to increase the focus on information management and information technology at the Agency, and to improve alignment of IM/IT within the CFIA's business planning process.

Implement the TBS Internal Audit Policy
In April 2006, a new federal *Internal Audit Policy* took effect, aimed at strengthening public sector accountability, risk management, resource stewardship and good governance by reorganizing and bolstering government-wide internal audit.

The CFIA has adopted a proactive, incremental approach to the implementation of the policy over the next three years. Over the past year, the CFIA has been working on a business case to identify gaps in key systems, practices and controls, and to highlight areas requiring additional resources. Implementation of the policy is expected to be co-ordinated with other CFIA oversight measures.

3.4e Conclusion

Maintaining sound Agency management is the most important way that the CFIA can continue to reach each of its Strategic Outcomes. The CFIA is thus committed to continuously monitor and improve its management processes and to remain open to integrating new ways to improve the way the organization functions. This commitment will ensure that the CFIA continues to exceed the expectations of Canadians for a safe food supply and healthy plants and animals.

3.5 Financial Performance

3.5.1 Reporting on Parliamentary Appropriations

Table 1 — Comparison of Planned to Actual Spending (including Full-time Equivalents) ($ millions)

			2006–07			
	2004–05 Actual[1]	2005–06 Actual	Main Estimates	Planned Spending[2]	Total Authorities[3]	Total Actual
Food Safety and Public Health	262.2	341.5	318.8	353.5	349.5	379.6
Science and Regulation	155.9	82.4	119.4	119.6	130.5	77.1
Animal and Plant Resource Protection	105.5	139.0	106.6	106.7	120.8	140.1
Public Security	36.8	25.2	26.7	57.8	61.2	23.8
Total[4]	**560.4**	**588.1[7]**	**571.5[5]**	**637.6**	**662.0[5,6]**	**620.6[6,7]**
Less: Non-Respendable revenue	0.0	0.5	N/A	1.1	N/A	0.4
Plus: Cost of services received without charge	44.8	63.4	N/A	56.9	N/A	56.0
Total Agency Spending	**605.2**	**651.0**	**571.5**	**693.4**	**662.0**	**676.2**
Full-time Equivalents	**5,518**	**5,692**	**6,401**	**6,401**	**6,490**	**6,098**

1 The "2004–05 Actual" data have been restated to reflect the CFIA's current Program Activity Architecture structure.

2 The "Planned Spending" column reflects the figures displayed in the 2006–07 *Report on Plans and Priorities* for the Planned Spending year.

3 The "Total Authorities" column refers to total spending authorities received during the fiscal year (i.e. through Main Estimates), as well as funding received from Supplementary Estimates and transfers from Treasury Board via TB Vote 10 (Government-Wide Initiatives) and TB Vote 15 (Collective Bargaining).

4 All figures are net of Respendable Revenues for the respective fiscal years ($55.0M in 2004–05; $58.4M in 2005–06; $55.0M for Main Estimates and Planned Spending and $56.0M for Total Authorities and Total Actuals in 2006–07).

5 The variance of $90.5M between the 2006–07 Main Estimates ($571.5M) and the 2006–07 Total Authorities ($662.0M) is due to:
- 2005–06 carry forward (Operating $54.6M and Capital $8.3M for a total of $62.9M)
- Statutory Compensation Payments (increase of $2.3M over $1.5M base)
- Approved TB submissions and adjustments (increase of $28.8M for Avian Influenza, $4.2M for collective bargaining and $2.0M for Advertising Initiatives; reduction of $1.9M for the Expenditure Review Committee — Procurement reduction and $2.0M for Expenditure Restraint)
- Decrease in Employee Benefit Plans ($8.3M)

6 The variance of $41.4M between Total Authorities ($662.0M) and Total Actuals ($620.6M) is mainly attributable to lapsing funds in:
- Operating Expenditures and Contributions ($34.3M) due mainly to delays in staffing and procurement of goods and services
- Capital Expenditures ($6.7M) due mainly to a number of contracting delays and commitments not realized as expenditures

7 The variance of $32.5M between 2005–06 and 2006–07 actuals ($588.1M vs $620.6M) is due to:
- $12M for Avian and Pandemic Influenza Preparedness
- $12M for signed Collective Agreements
- $5.5M for Invasive Alien Species
- $3M for Bovine Spongiform Encephalopathy

Table 2 — Resources by Program Activity ($ millions)

Program Activity	2006–07 Budgetary					
	Operating	Capital	Contributions and Other Transfer Payments	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures
Food Safety and Public Health						
Main Estimates	349.0	1.0	0.1	350.1	31.3	318.8
Planned Spending	383.7	1.0	0.1	384.8	31.3	353.5
Total Authorities	377.2	4.5	0.5	382.2	32.7	349.5
Actual Spending	400.6	11.2	0.5	412.3	32.7	379.6
Science and Regulation						
Main Estimates	125.0	7.0	0.0	132.0	12.6	119.4
Planned Spending	125.2	7.0	0.0	132.2	12.6	119.6
Total Authorities	140.3	7.6	0.0	147.9	17.4	130.5
Actual Spending	91.0	3.5	0.0	94.5	17.4	77.1
Animal and Plant Resource Protection						
Main Estimates	114.2	1.7	1.6	117.5	10.9	106.6
Planned Spending	114.3	1.7	1.6	117.6	10.9	106.7
Total Authorities	118.2	4.3	4.2	126.7	5.9	120.8
Actual Spending	139.7	2.1	4.2	146.0	5.9	140.1
Public Security						
Main Estimates	21.9	5.0	0.0	26.9	0.2	26.7
Planned Spending	47.9	10.1	0.0	58.0	0.2	57.8
Total Authorities	49.5	11.7	0.0	61.2	0.0	61.2
Actual Spending	19.2	4.6	0.0	23.8	0.0	23.8
Total						
Main Estimates	610.1	14.7	1.7	626.5	55.0	571.5
Planned Spending	671.1	19.8	1.7	692.6	55.0	637.6
Total Authorities	685.2	28.1	4.7	718.0	56.0	662.0
Actual Spending	650.5	21.4	4.7	676.6	56.0	620.6

Note: The Agency does not have any loans, investments or advances to report as Non-budgetary items.

Table 3 — Voted and Statutory Items ($ millions)

Vote or Statutory Item	Truncated Vote or Statutory Wording	2006–07			
		Main Estimates	Planned Spending	Total Authorities	Total Actuals
30	Operating expenditures and contributions	482.4	537.2	564.8	530.5
35	Capital expenditures	14.7	19.8	28.1	21.4
(S)	Compensation payments under the *Health of Animals Act* and the *Plant Protection Act*	1.5	1.5	3.8	3.8
(S)	Contributions to employee benefit plans	72.9	79.1	64.6	64.6
(S)	Spending of proceeds from the disposal of surplus Crown assets	0.0	0.0	0.7	0.3
	Total	**571.5**	**637.6**	**662.0**	**620.6**

Table 4 — Services Received Without Charge ($ millions)

	2006–07 Actual Spending
Accommodation provided by Public Works and Government Services Canada	24.0
Contributions covering employer's share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat (excluding revolving funds). Employer's contribution to employees' insured benefits plans and associated expenditures paid by the Treasury Board of Canada Secretariat	27.4
Worker's compensation coverage provided by Human Resources and Skills Development Canada*	0.0
Office of the Auditor General — Estimated cost for the audit	0.2
Salary and associated expenditures of legal services provided by the Department of Justice Canada	4.4
Total 2006–07 Services Received Without Charge	56.0

* Amount is less than $50,000 and therefore is not shown on this table.

Table 5 — Sources of Respendable and Non-Respendable Revenue ($ millions)

			2006–07			
	Actual 2004–05	Actual 2005–06	Main Estimates	Planned Revenue	Total Authorities	Actual
Respendable Revenue						
Food Safety and Public Health	26.3	34.5	31.3	31.3	32.7	32.7
Science and Regulation	16.3	15.7	12.6	12.6	17.4	17.4
Animal and Plant Resource Protection	8.9	8.2	10.9	10.9	5.9	5.9
Public Security	3.5	0.0	0.2	0.2	0.0	0.0
Total Respendable Revenue	**55.0**	**58.4**	**55.0**	**55.0**	**56.0**	**56.0**
Non-Respendable Revenue						
Food Safety and Public Health	0.0	0.5	N/A	1.1	N/A	0.4
Science and Regulation	0.0	0.0	N/A	0.0	N/A	0.0
Animal and Plant Resource Protection	0.0	0.0	N/A	0.0	N/A	0.0
Public Security	0.0	0.0	N/A	0.0	N/A	0.0
Total Non-Respendable Revenue	**0.0**	**0.5**	**N/A**	**1.1**	**N/A**	**0.4**

Table 6 — Resource Requirements by Branch ($ millions)

	2006–07				
Agency	**Food Safety and Public Health**	**Science and Regulation**	**Animal and Plant Resource Protection**	**Public Security**	**Total**
Operations					
Planned Spending	219.9	25.3	34.4	19.9	299.5
Actual Spending	183.8	26.5	54.1	8.5	272.9
Programs					
Planned Spending	34.3	15.8	23.4	6.2	79.7
Actual Spending	42.6	13.0	34.4	0.7	90.7
Science					
Planned Spending	39.0	38.5	26.2	12.5	116.2
Actual Spending	49.7	8.1	29.8	4.8	92.4
Corporate Branches					
Planned Spending	60.3	40.0	22.7	19.2	142.2
Actual Spending	103.5	29.5	21.8	9.8	164.6
Total					
Planned Spending	353.5	119.6	106.7	57.8	637.6
Actual Spending	379.6	77.1	140.1	23.8	620.6

Table 7-A — *User Fees Act*

User Fee	Fee Type[1]	Fee-setting Authority	Date Last Modified	2006–07 Forecast Revenue ($000)	2006–07 Actual Revenue ($000)
Managing food safety risks	R	*CFIA Act*	1998	31,262	32,673
Controlling the transmission of animal diseases to humans	R	*CFIA Act*	1998	0	2
Protecting consumers and the marketplace from unfair practices	R	*CFIA Act*	1998	2,189	4,021
Certifying exports	R	*CFIA Act*	1998	10,404	13,398
Protecting Canada's crops and forests	R	*CFIA Act*	1998	4,404	3,472
Protecting Canada's livestock	R	*CFIA Act*	1998	5,474	2,095
Assessing agricultural products	R	*CFIA Act*	1998	1,078	371
Preparing for emergencies	R	*CFIA Act*	1998	189	0
Access to Information and Privacy (ATIP)	O	*Access to Information Act*	1992	0	3
Total				**55,000**	**56,035**

[1] R=Regulating, O=Other products and services

2006–07			Planning Years		
Full Cost ($000)[2]	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)[3]
297,851			2007–08	31,262	280,939
			2008–09	31,262	273,482
			2009–10	31,262	269,333
85,982			2007–08	0	0
			2008–09	0	0
			2009–10	0	0
26,015			2007–08	2,189	15,374
			2008–09	2,189	15,402
			2009–10	2,189	15,513
41,849			2007–08	10,404	53,988
			2008–09	10,404	51,607
			2009–10	10,404	51,982
75,731			2007–08	4,404	47,284
			2008–09	4,404	48,655
			2009–10	4,404	48,502
71,764			2007–08	5,474	60,363
			2008–09	5,474	60,559
			2009–10	5,474	59,944
13,397			2007–08	1,078	12,924
			2008–09	1,078	12,039
			2009–10	1,078	12,384
1,226			2007–08	189	2,041
			2008–09	189	2,029
			2009–10	189	2,058
396			2007–08	0	511
			2008–09	0	511
			2009–10	0	511
614,211			**2007–08**	**55,000**	**473,424**
			2008–09	**55,000**	**464,284**
			2009–10	**55,000**	**460,227**

2 The full cost of the user fees' activities includes all direct and indirect expenditures in addition to its share of the Governance and Management expenditures. The full cost also includes services provided without charge by other government departments as well as year-end accruals.

3 These figures are taken from the reference levels established in the Annual Reference Level Update (ARLU) and the estimated amounts of services provided without charges by other government departments as well as year-end accruals.

Table 7-B — Policy on Service Standards for External Fees

External Fee	Service Standard	Performance Result	Stakeholder Consultation
Fees charged for the processing of access requests filed under the *Access to Information Act* (ATIA)	Response provided within 30 days following receipt of request; response time may be extended pursuant to section 9 of the ATIA. Notice of extension to be sent within 30 days of receipt of request.		The service standard is established by the ATIA and the Access to Information Regulations. Consultations with stakeholders were undertaken by the Department of Justice and the Treasury Board Secretariat for amendments done in 1986 and 1992.
Destination Inspection Service (fresh fruits and vegetables) www.inspection.gc.ca/english/plaveg/fresh/dis/queste.shtml	Inspectors to respond to 80% of the inspection requests within eight hours and 100% of requests within 24 hours.		
Veterinary Biologics Program Service Standards (The service standards refer to VBS calendar days, unless specified otherwise)			
Dossier Review (new submission, change in product formulation or change in label claim)			
Canadian Manufacturers			
Review initial submission and prepare response	Response time 4 months maximum	Average response time is 3 months	
Review supplemental data and prepare response	Response time 6 weeks maximum	Average response time is 4 weeks	
American Manufacturers			
Review initial submission and prepare response	Response time 4 months maximum	Average response time is 3 months	
Review supplemental data and prepare response	Response time 6 weeks maximum	Average response time is 4 weeks	
Manufacturers from other countries			
Review initial submission and prepare response	Response time 6 months maximum	Average response time is 4 months	
Review supplemental data and prepare response	Response time 6 weeks maximum	Average response time is 4 weeks	

Table 7-B — Policy on Service Standards for External Fees *(continued)*

External Fee	Service Standard	Performance Result	Stakeholder Consultation
Laboratory Testing			
Each master cell line	Response time 4 months maximum	Average response time is 3 months	
Each master seed culture	Response time 4 months maximum	Average response time is 3 months	
Each pre-licensing serial tested, to a maximum of three	Response time is maximum 4 months	Average response time is 3 months	
Facility Inspections/Audits			
Canadian manufacturers	Annual	Annual	
Canadian importers	Minimum every 3 years	Every 3 years	
American manufacturers	Minimum every 3 years	Every 3 years	
Other non-Canadian manufacturers	Minimum every 4 years	Every 4 years	
Issuance of Permits, Licences and Export Certificates	Response time maximum 2 weeks	Average response time is 2 weeks	
Serial Release			
If not tested	Response time maximum 5 days	Average response time is 35 days	
If tested	Response time maximum 45 days	Average response time is 2 weeks	
Label Review and Approval	Response time maximum 4 weeks	Average response time is 2 weeks	
Advertising Review and Approval	Response time maximum 4 weeks	Average response time is 2 weeks	
Protocol Review for Efficacy/ Safety Studies	Response time maximum 45 days	Average response time is 30 days	
Production Outline Revisions	Response time maximum 4 weeks	Average response time is 2 weeks	
Suspected Adverse Reactions	Response time maximum 4 weeks	Average response time is 2 weeks	

Table 7-B — Policy on Service Standards for External Fees *(continued)*

External Fee	Service Standard	Performance Result	Stakeholder Consultation
Application for Feed Registration and Ingredient Approval	*(i) Timeliness:* For 90% or more of the applications received:		
	(a) Feed Section screens applications within 10 days of receiving it;	Met	
	(b) For products requiring a review of efficacy data, a preliminary review is conducted within 10 days of the screening date, and the results of the review are communicated to the applicant;	Met	
	(c) Feed Section conducts efficacy, livestock, human and environmental safety reviews and responds to applicant within **90 days**;	Met	
	(d) The laboratory does a desk review of proposed method of analysis within 4 weeks of receiving it. If laboratory testing is required, it will be done within 12 weeks of receiving a suitable method and test samples depending on availability of specialized equipment.	Met	
	(ii) Quality		
	(a) The *Feeds Regulations* are consistently interpreted and applied in registration/approval decisions;	Met	
	(b) Information is openly exchanged between clients and evaluation specialists;	Met	
	(c) Analytical methods are evaluated for specificity, selectivity, reliability and accuracy, using internationally standardized method validation procedures.	Met	

Table 8 — Department's Regulatory Plan

Regulations	Expected Results	Performance Measurement Criteria	Results Achieved
Organic Products Regulations The *Organic Products Regulations* established a system by which the CFIA, as competent authority, regulates the use of the "Canada Organic" agricultural product legend. The CFIA's partner, Agriculture and Agri-Food Canada, establishes organic standards that provide the basis for organic regulations, and also plays an important role in negotiating organic equivalency standards with the European Commission. These regulations are built on the existing system of domestic accreditation and certification bodies to provide credibility and a basis for evaluation. The introduced regulations govern the use of a new Canada Organic logo, including certification requirements, for organic agricultural products. The regulatory framework includes a mandatory organic production standard, a certification and inspection regime as well as import requirements. The Organic Production Systems General Principles and Management Standards and Organic Production Systems Permitted Substances Lists developed by the Canadian General Standards Board form the basis of the Regime.	European Union (E.U.) acceptance of Canadian organic certification requirements. Clear rules for the production and labelling of Organic Products.	Continued acceptance of Canadian Organic exports into E.U. markets. Reduction in the number of complaints relating to the Organic Products.	As a new program it is too early to assess results. In addition, most of the requirements will not be in force until December 2008.
Bovine Spongiform Encephalopathy (BSE) — Import of live animals The purpose of this amendment is to bring the import requirements related to the control of BSE for animals originating in the U.S. in line with those from other countries and to, thereby, eliminate the need for an importation prohibition regulation for bovines. In order to accomplish this, the CFIA is relying on the existing permitting system for bovine animals imported from the U.S. The permit conditions now reflect the criteria set out in the BSE import policy for bovine animals.	European Union (E.U.), the use of import permits enables the CFIA to respond to changing global patterns of disease and increasing requests for regionalization and compartmentalization in accordance with the World Organisation of Animal Health (OIE) guidelines.	Permit conditions allow for the importation of live animals from the U.S. while at the same time mitigating the risk of BSE.	As a new program it is too early to assess results. Imports of live animals from the U.S. have resumed.

Table 9 — Details on Project Spending ($ millions)

The following projects have exceeded their delegated project approval level:

- HQ Complex for Agricultural Portfolio, ON
- Mid Life Retrofit — Saskatoon, SK
- Mid Life Retrofit — Ottawa Lab (Fallowfield), ON
- Structural Building Reinforcement — Lethbridge, AB
- Level 3 Animal Wing Construction — Ottawa Lab (Fallowfield), ON

Supplementary information on project spending can be found at www.tbs-sct.gc.ca/dpr-rmr/0607/info/ps-dp_e.asp

Table 10 — Details on Transfer Payment Programs (TTPs) ($ thousands)

Statutory Compensation Payments — Supplementary information on the CFIA's Transfer Payment Programs can be found at www.tbs-sct.gc.ca/dpr-rmr/0607/info/ps-dp_e.asp

Table 11 — Horizontal Initiatives

According to TBS guidelines, horizontal initiatives are initiatives in which partners* from two or more organizations have established a formal funding agreement (e.g., Memorandum to Cabinet, Treasury Board submission, federal-provincial agreement) to work toward the achievement of shared outcomes.** The following outlines the CFIA's major horizontal initiatives for 2006–07.

Supplementary information on horizontal initiatives can be found on the TBS website at www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp

Initiative	Profile	Partners
Public Security and Anti-Terrorism (PSAT)	In the 2001 Budget, the government allocated $7.7 billion in new funds to be spent over the subsequent five years on the PSAT initiative to enhance security for Canadians. The CFIA receives approximately $30 million a year and contributes the following for the initiative: • Delivers all federal food inspection, animal health and plant protection measures; and • Responds to biological outbreaks of pests and diseases in plants and animals. In 2006–07, the CFIA continued to expand the capacity of its laboratories to deal with deliberate threats to the food supply, and to plant and animal resources. Improvements include the enhancement of bio-security measures and procedures, greater laboratory capacity, and the enhancement of laboratory infrastructure. More information on this initiative can be found in Section 2.3.4b of this report.	**Lead: Public Safety Canada** Provinces and territories Canada Border Services Agency
Chemical, Biological, Radiological and Nuclear (CBRN) Research and Technology Initiative (CRTI)	The events of September 11, 2001, moved the issues of counterterrorism and national security to the forefront of the nation's concerns. CRTI represents the federal science community's response and commitment to providing scientific solutions to these issues. Through the creation of laboratory networks across the federal government that collaborate with industry, academia and first responder communities, the CFIA will provide new knowledge, technology and research necessary for CBRN response and preparedness. Specific achievements over 2006–07 include the continued development of rapid, highly sensitive diagnostic tests for use during emergency responses to outbreaks of high-threat animal viruses, including Avian Influenza, which could be introduced into this country and transmitted to livestock, wildlife and, in some cases, to humans. More information on this initiative can be found in Section 3.3 — Regulatory Research of this report.	**Lead: Department of National Defence** Agriculture and Agri-Food Canada Canada Border Services Agency Canadian Security and Intelligence Service Department of National Defence — Intelligence Defence Research and Development Canada — Ottawa Defence Research and Development Canada — Suffield Environment Canada Health Canada Natural Resources Canada Royal Canadian Mounted Police Transport Canada Public Safety Canada

Table 11 — Horizontal Initiatives *(continued)*

Initiative	Profile	Partners
Canadian Regulatory System for Biotechnology (CRSB)	CRSB aims to develop an efficient, credible and well-respected system that safeguards the health of all Canadians and the environment and permits safe and effective products. In 2006–07, the CFIA developed an updated action plan to address key horizontal and vertical issues such as plant molecular farming, adventitious presence, animal biotechnology and microbes. More information on this initiative can be found in Section 3.1 — Special Initiatives of this report.	**Lead (rotating): Health Canada** Environment Canada Industry Canada Fisheries and Oceans Canada Natural Resources Canada

* Types of partners: Other federal departments or agencies, other national governments, provincial and territorial governments, municipal governments, non-governmental organizations, private sector organizations, First Nations, and other organizations.

** Shared outcomes are outcomes that partnering departments plan to achieve as a result of their collective programming efforts.

Table 12 — Internal Audits and Evaluations

Name of Internal Audit or Evaluation	Audit Type or Evaluation Type	Actual completion date	Electronic Link to Report
Audit			
Audit of the Accredited Veterinarian Program	Compliance	April 2006	www.inspection.gc.ca/english/agen/eval/evale.shtml
Detailed Testing of Select Acquisition Card Controls	Compliance	February 13, 2007	www.inspection.gc.ca/english/agen/eval/evale.shtml
Follow-up Reports on Previous Audits a) Review of Consistency of Service Delivery b) Avian Influenza — Follow-up on Lessons Learned c) Environmental Management System d) Safeguarding of Moveable Assets e) Procurement and Contracting f) Hospitality and Travel g) Salary Management — Pay, Overtime and Leave	Follow-up	a) May 25, 2006 b) November 24, 2006 c) June 15, 2006 d,e,f,g) February 13, 2007	www.inspection.gc.ca/english/agen/eval/evale.shtml
Evaluation			www.inspection.gc.ca/english/agen/eval/evale.shtml
Evaluation of the Dairy Program	Formative	November 24, 2006	www.inspection.gc.ca/english/agen/eval/dailaie.shtml
Evaluation of the Accredited Veterinary Program	Formative	September 13, 2006	www.inspection.gc.ca/english/agen/eval/evale.shtml
Evaluation of the Canadian Regulatory Strategy for Biotechnology (interdepartmental)	Summative	December 12, 2006	www.inspection.gc.ca/english/agen/eval/evale.shtml

Table 13 — Travel Policies

The CFIA follows and uses the TBS Travel policies parameters.

3.5.2 Audited Financial Statements

Auditor General of Canada
Vérificatrice générale du Canada

AUDITOR'S REPORT

To the President of the Canadian Food Inspection Agency and the Minister of Agriculture and Agri-Food

I have audited the statement of financial position of the Canadian Food Inspection Agency as at March 31, 2007 and the statements of operations, equity of Canada and cash flows for the year then ended. These financial statements are the responsibility of the Agency's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Agency as at March 31, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Sincerely,

Sheila Fraser

Sheila Fraser, FCA
Auditor General of Canada

Ottawa, Canada
July 31, 2007

Financial Statements of

CANADIAN FOOD INSPECTION AGENCY

Year ended March 31, 2007

CANADIAN FOOD INSPECTION AGENCY

Statement of Management Responsibility

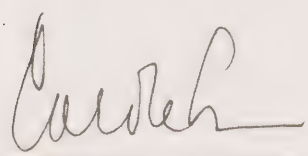
Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2007 and all information contained in these statements rests with the Agency's management. These financial statements have been prepared by management in accordance with Treasury Board accounting policies and year-end instructions issued by the Office of the Comptroller General which are consistent with Canadian generally accepted accounting principles for the public sector as required under Section 31 of the *Canadian Food Inspection Agency Act.*

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfil its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the Agency's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the Agency's *Performance Report* is consistent with these financial statements.

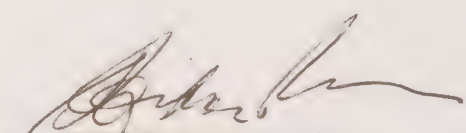
Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act,* are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the Agency.

The Executive Sub-Committee on Audit and Risk Management (SCARM) is the Agency's internal audit and evaluation committee. The SCARM is responsible to review audit reports and recommendations, approve the Agency's response and management plan developed to address recommendations and to monitor progress.

The financial statements of the Agency have been audited by the Auditor General of Canada, the independent auditor for the Government of Canada.



Carole Swan
President



Gordon R. White
Vice-President, Finance, Administration and Information Technology

Ottawa, Canada
July 31st, 2007

CANADIAN FOOD INSPECTION AGENCY

Statement of Financial Position

As at March 31
(In thousands of dollars)

	2007	2006
Assets		
Financial assets:		
Due from the Consolidated Revenue Fund	$ 76,644	$ 69,362
Accounts receivable and advances (Note 4)	18,160	8,716
	94,804	78,078
Non-financial assets:		
Inventory	1,088	1,139
Tangible capital assets (Note 5)	202,265	192,849
	203,353	193,988
	$ 298,157	$ 272,066
Liabilities		
Accounts payable and accrued liabilities	$ 94,195	$ 73,387
Vacation pay	26,919	25,240
Deferred revenue	2,384	1,789
Employee severance benefits (Note 6)	83,564	75,447
	207,062	175,863
Equity of Canada	91,095	96,203
	$ 298,157	$ 272,066

Contingent liabilities (Note 8)
Contractual obligations (Note 9)

The accompanying notes are an integral part of these financial statements.

Approved by:

Carole Swan
President

Gordon R. White
Vice-President, Finance, Administration and Information Technology

CANADIAN FOOD INSPECTION AGENCY

Statement of Operations

Year ended March 31
(In thousands of dollars)

	2007					2006
	Food Safety and Public Health	Science and Regulation	Animal and Plant Resource Protection	Public Security	Total	Total
Revenues						
Inspection fees	$28,032	$8,854	$3,604	$ -	$40,490	$41,582
Registrations, permits, certificates	2,306	6,940	1,329	-	10,575	9,982
Miscellaneous fees and services	636	2,160	1,124	-	3,920	4,305
Establishment license fees	1,786	152	-	-	1,938	2,062
Grading	219	4	-	-	223	247
Administrative monetary penalties	214	116	41	-	371	430
Interest	28	16	5	-	49	38
Total Revenues	33,221	18,242	6,103	-	57,566	58,646
Operating expenses						
Salaries and employee benefits	305,168	62,815	119,372	15,600	502,955	480,919
Professional and special services	44,489	16,171	18,646	3,341	82,647	55,684
Travel and relocation	16,328	3,083	9,899	859	30,169	25,860
Amortization	13,164	2,906	5,480	751	22,301	21,049
Accommodation	14,623	3,210	6,129	831	24,793	22,778
Utilities, materials and supplies	12,593	2,099	8,104	941	23,737	19,303
Furniture and equipment	9,363	1,880	4,869	1,379	17,491	15,320
Communications	6,566	1,395	2,873	438	11,272	8,947
Repairs	7,030	1,252	2,919	455	11,656	8,649
Equipment rentals	1,011	222	1,049	60	2,342	1,983
Information	2,498	649	1,395	150	4,692	1,746
Loss (gain) on disposal of assets	18	4	7	-	29	(43)
Miscellaneous	234	174	245	35	688	1,439
Total operating expenses	433,085	95,860	180,987	24,840	734,772	663,634
Transfer payments						
Compensation payments (Note 7)	-	-	3,754	-	3,754	9,478
Other	456	-	476	-	932	18
Total transfer payments	456	-	4,230	-	4,686	9,496
Total Expenses	433,541	95,860	185,217	24,840	739,458	673,130
Net Cost of Operations	$400,320	$77,618	$179,114	$24,840	$681,892	$614,484

The accompanying notes are an integral part of these financial statements.

CANADIAN FOOD INSPECTION AGENCY

Statement of Equity of Canada

Year ended March 31
(In thousands of dollars)

	2007	2006
Equity of Canada, beginning of year	$ 96,203	$ 59,667
Net cost of operations	(681,892)	(614,484)
Net cash provided by Government of Canada	612,929	560,662
Change in due from the Consolidated Revenue Fund	7,281	27,004
Services received without charge from other government departments (Note 10)	56,039	63,354
Assets funded by other government departments	535	-
Equity of Canada, end of year	$ 91,095	$ 96,203

The accompanying notes are an integral part of these financial statements.

CANADIAN FOOD INSPECTION AGENCY

Statement of Cash Flow

Year ended March 31
(In thousands of dollars)

	2007	2006
Operating activities:		
Cash received from:		
Fees, permits and certificates	$ (58,253)	$ (60,710)
Cash paid for:		
Salaries and employee benefits	464,359	422,917
Operating and maintenance	170,811	152,968
Transfer payments	4,582	12,123
Cash used by operating activities	581,499	527,298
Capital investment activities:		
Acquisition of tangible capital assets	31,925	33,689
Proceeds from disposal of assets	(495)	(325)
Cash used by capital investment activities	31,430	33,364
Net cash provided by Government of Canada	$ 612,929	$ 560,662

The accompanying notes are an integral part of these financial statements.

CANADIAN FOOD INSPECTION AGENCY

Notes to the Financial Statements

Year ended March 31, 2007

1. Authority and Purposes

The Canadian Food Inspection Agency (the "Agency") was established, effective April 1, 1997, under the *Canadian Food Inspection Agency Act*. The *Act* consolidates all federally mandated food and fish inspection services and federal animal and plant health activities into a single agency.

The Agency is a departmental corporation named in Schedule II to the *Financial Administration Act* and reports to Parliament through the Minister of Agriculture and Agri-Food.

The mandate of the Agency is to enhance the effectiveness and efficiency of federal inspection and related services for food, animals and plants. The objectives of the Agency are to contribute to a safe food supply and accurate product information; to contribute to the continuing health of animals and plants; and to facilitate trade in food, animals, plants, and related products.

In delivering its mandate, the Agency operates under the following program activities:

(a) Food Safety and Public Health: ensures that food is safe, consumers have appropriate information on which to base healthy food choices and the transmission of animal disease to human is prevented.

(b) Science and Regulation: provides a fair and effective regulatory regime for food, animals and plants, and maintains the integrity of the Agency's regulatory policy, inspection and certification activities.

(c) Animal and Plant Resource Protection: protects Canada's livestock, crops and forests from regulated pests and diseases including invasive species and regulates agricultural products, including products of biotechnology.

(d) Public Security: contributes to public security and agri-food security.

The Agency is responsible for the administration and enforcement of the following acts: *Agriculture and Agri-Food Administrative Monetary Penalties Act*, *Canada Agricultural Products Act*, *Canadian Food Inspection Agency Act*, *Feeds Act*, *Fertilizers Act*, *Fish Inspection Act*, *Health of Animals Act*, *Meat Inspection Act*, *Plant Breeders' Rights Act*, *Plant Protection Act*, and *Seeds Act*.

In addition, the Agency is responsible for enforcement of the *Consumer Packaging and Labeling Act* and the *Food and Drugs Act* as they relate to food, except those provisions that relate to public health, safety, or nutrition.

The Minister of Health remains responsible for establishing policies and standards relating to the safety and nutritional quality of food sold in Canada. The Minister of Health is also responsible for assessing the effectiveness of the Agency's activities related to food safety.

Operating and capital expenditures are funded by the Government of Canada through budgetary lapsing authorities. Compensation payments under the *Health of Animals Act* and the *Plant Protection Act* and employee benefits are authorized by separate statutory authorities. Revenues received through the conduct of its operations are deposited to the Consolidated Revenue Fund and are available for use by the Agency.

CANADIAN FOOD INSPECTION AGENCY

Notes to the Financial Statements

Year ended March 31, 2007

2. Summary of Significant Accounting Policies

The financial statements are prepared in accordance with Treasury Board accounting policies and year-end instructions issued by the Office of the Comptroller General which are consistent with Canadian generally accepted accounting principles for the public sector as required under Section 31 of the *Canadian Food Inspection Agency Act.*

Significant accounting policies are as follows:

(a) Parliamentary appropriations

The Agency is mainly financed by the Government of Canada through parliamentary appropriations. Appropriations provided to the Agency do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high level reconciliation between the bases of reporting.

(b) Net cash provided by Government of Canada

The Agency operates within the Consolidated Revenue Fund (CRF), which is administrated by the Receiver General for Canada. All cash received by the Agency is deposited to the CRF and all cash disbursements made by the Agency are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Due from the Consolidated Revenue Fund (CRF)

Due from the CRF represents the amount of cash that the Agency is entitled to draw from the CRF without further appropriations to discharge its liabilities. These amounts have been charged to current or prior years' appropriations but will be paid in the future.

(d) Revenues

Revenues for fees, permits and certificates are recognized in the accounts based on the services provided in the year.

Funds received from external parties for specified purposes are recorded upon receipt as deferred revenue. Revenue from external parties for specified purposes is recognized in the period in which the related expenses are incurred.

(e) Expenses

Expenses are recorded on the accrual basis:

- Grants are recognized in the year in which the conditions for payment are met. In the case of grants which do not form part of an existing program, the expense is recognized when the Government announces a decision to make a non-recurring transfer, provided

CANADIAN FOOD INSPECTION AGENCY

Notes to the Financial Statements

Year ended March 31, 2007

the enabling legislation or authorization for payment receives parliamentary approval prior to the completion of the financial statements.

- Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement.
- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.
- Services provided without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits

(i) Pension benefits:

The Agency's eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. Both the employees and the Agency contribute to the cost of the Plan. The Agency's contributions are expensed during the year in which the services are rendered and represent the total pension obligation of the Agency. The Agency is not required under present legislation to make contributions with respect to actuarial deficiencies of the Public Service Pension Plan.

(ii) Severance benefits:

Eligible employees are entitled to severance benefits, as provided for under labor contracts and conditions of employment. The cost of these benefits is accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(iii) Other future benefit plans:

The federal government sponsors a variety of other future benefit plans from which employees and former employees can benefit during or after employment or upon retirement. The Public Service Health Care Plan and the Pensioners' Dental Service Plan represent the two major future benefit plans available to the Agency's employees.

The Agency does not pay for these programs as they fall under the federal government's financial responsibilities, but the Agency records its share of the annual benefits paid under these programs as a service provided without charge by other government departments. No amount is recorded in the Agency's financial statements with regard to either the actuarial liability of these programs at year end or the annual increase of such liabilities.

(g) Accounts receivable and advances

Accounts receivable and advances are stated at amounts expected to be ultimately realized; a provision is made for receivables where recovery is considered uncertain.

CANADIAN FOOD INSPECTION AGENCY

Notes to the Financial Statements

Year ended March 31, 2007

(h) Contingent liabilities

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(i) Environmental liabilities

Environmental liabilities reflect the estimated costs related to the management and remediation of environmentally contaminated sites. Based on management's best estimates, a liability is accrued and an expense recorded when the contamination occurs or when the Agency becomes aware of the contamination and is obligated, or is likely to be obligated to incur such costs. If the likelihood of the Agency's obligation to incur these costs is not determinable, or if an amount cannot be reasonably estimated, the costs are disclosed as contingent liabilities in the notes to the financial statements.

(j) Inventories

Inventories consist of laboratory materials, supplies and livestock held for future program delivery and not intended for re-sale. They are valued at cost. If they no longer have service potential, they are valued at the lower of cost or net realizable value.

(k) Tangible capital assets

All tangible capital assets and leasehold improvements having an initial cost of $10,000 ($3,000 for computer equipment and software) or more are recorded at their acquisition cost. Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset as follows:

Asset class	Amortization Period
Buildings	20-30 years
Machinery and equipment	5-20 years
Computer equipment and software	3-10 years
Vehicles	7-10 years
Leasehold improvements	Lesser of the remaining term of the lease or useful life of the improvement
Assets under construction	Once in service, in accordance with asset class

(l) Measurement uncertainty

The preparation of these financial statements in accordance with Treasury Board accounting policies and year-end instructions issued by the Office of the Comptroller General which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts

of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are contingent liabilities (include environmental liabilities, claims and litigation), the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary Appropriations

The Agency receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Agency has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year appropriations used:

(in thousands of dollars)	2007	2006
Net cost of operations	$681,892	$614,484
Adjustments for items affecting net cost of operations but not affecting appropriations:		
Add (less):		
Services received without charge from other government departments	(56,039)	(63,354)
Amortization of tangible capital assets	(22,301)	(21,049)
Revenue not available for spending	412	462
Net changes in future funding requirements	(14,524)	24,178
Non tangible capital assets funded by other government departments	(219)	-
Gain (loss) on disposal of tangible capital assets	(29)	43
	(92,700)	(59,720)
Adjustments for items not affecting net cost of operations but affecting appropriations:		
Add (less):		
Acquisition of tangible capital assets	31,925	33,689
Proceeds from disposal of assets	(495)	(325)
	31,430	33,364
Current year appropriations used	$620,622	$588,128

CANADIAN FOOD INSPECTION AGENCY

Notes to the Financial Statements

Year ended March 31, 2007

(b) Appropriations provided and used:

(in thousands of dollars)	2007	2006
Vote 30 - Operating expenditures	$564,783	$522,995
Vote 35 - Capital expenditures	28,144	18,621
Statutory contributions to employee benefits plans and compensation payments	69,045	80,634
Less:		
Appropriations available for future years	(328)	(57)
Lapsed appropriation – operating	(34,264)	(32,875)
Lapsed appropriation – capital	(6,758)	(1,190)
Current year appropriations used	$620,622	$588,128

(c) Reconciliation of net cash provided by Government to current year appropriations used:

(in thousands of dollars)	2007	2006
Net cash provided by Government of Canada	$612,929	$560,662
Revenue not available for spending	412	462
Change in due from the Consolidated Revenue Fund		
Variation in accounts receivable and advances	(9,444)	8,403
Variation in accounts payables and accrued liabilities	20,808	(14,227)
Variation in deferred revenue	595	236
Other adjustments	(4,678)	32,592
	7,281	27,004
Current year appropriations used	$620,622	$588,128

CANADIAN FOOD INSPECTION AGENCY

Notes to the Financial Statements

Year ended March 31, 2007

4. Accounts Receivable and Advances

The following table presents details of accounts receivable and advances:

(in thousands of dollars)	2007	2006
Receivables from other government departments and agencies	$11,882	$2,744
Receivables from external parties	6,540	6,274
Employee advances	188	193
	18,610	9,211
Less:		
Allowance for doubtful accounts on external receivables	(450)	(495)
Total	$18,160	$8,716

5. Tangible Capital Assets

(in thousands of dollars)

	Cost				Accumulated amortization					
Capital asset class	Opening balance	Acquisitions	Disposals and write-offs	Closing balance	Opening balance	Amortization	Disposals and write-offs	Closing balance	2007 Net book value	2006 Net book value
Land	$3,331	$ -	$ -	$3,331	$ -	$ -	$ -	$ -	$3,331	$3,331
Buildings	250,339	1,523	-	251,862	141,390	8,839	-	150,229	101,633	108,949
Machinery and equipment	66,604	12,857	3,288	76,173	26,532	3,805	2,435	27,902	48,271	40,072
Computer equipment and software	41,174	4,154	955	44,373	31,323	4,410	931	34,802	9,571	9,851
Vehicles	33,304	7,659	3,667	37,296	13,482	4,092	3,593	13,981	23,315	19,822
Assets under construction	7,574	6,360	1,828	12,106	-	-	-	-	12,106	7,574
Leasehold improvements	8,313	1,943	-	10,256	5,063	1,155	-	6,218	4,038	3,250
	$410,639	$34,496	$9,738	$435,397	$217,790	$22,301	$6,959	$233,132	$202,265	$192,849

Amortization expense for the year ended March 31, 2007 is $22,301 (2006 - $21,049).

CANADIAN FOOD INSPECTION AGENCY

Notes to the Financial Statements

Year ended March 31, 2007

6. Employee Benefits

(a) Pension benefits:

The Agency's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Quebec Pension Plans benefits and are indexed to inflation.

Both the employees and the Agency contribute to the cost of the Plan. In 2006-2007, the Agency contributed $47,948,000 (2006 - $52,699,000), which represents approximately 2.45 times (2006 – 2.6 times) the contributions by employees.

The Agency's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits

The Agency provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as March 31, is as follows:

(in thousands of dollars)	2007	2006
Accrued benefit obligation, beginning of year	$75,447	$67,145
Expense for the year	14,806	14,771
Benefits paid during the year	(6,689)	(6,469)
Accrued benefit obligation, end of year	$83,564	$75,447

7. Compensation Payments

The *Health of Animals Act* and the *Plant Protection Act* allow for the Minister, via the Agency, to compensate owners of animals and plants destroyed pursuant to the Acts. During the year, compensation payments incurred pursuant to these two Acts totaled $3,754,000 (2006 - $9,478,000). These payments pertained to the following diseases:

(in thousands of dollars)	2007	2006
Avian Influenza	$738	$1,573
Emerald Ash Borer	661	1,790
Potato Cyst Nematode	453	-
Plum Pox Virus	210	2,139
Scrapie	63	552
Bovine Tuberculosis	56	2,706
Other	1,573	718
	$3,754	$9,478

CANADIAN FOOD INSPECTION AGENCY

Notes to the Financial Statements

Year ended March 31, 2007

8. Contingent Liabilities

(a) Contaminated sites

Liabilities are accrued to record the estimated costs related to the management and remediation of contaminated sites where the Agency is obligated or likely to be obligated to incur such costs. During the year, the Agency has undergone decontamination for the two sites identified in prior years. There are no other known sites identified where such action is possible. The Agency's ongoing effort to assess contaminated sites may result in additional environmental liabilities related to newly identified sites, or changes in the assessments or intended use of existing sites. These liabilities will be accrued by the Agency in the year in which they become known.

(b) Claims and litigation

Claims have been made against the Agency in the normal course of operations, including grievances made by employees that are outstanding at year-end and class action suits against the Agency and other defendants related to bovine spongiform encephalopathy (BSE) for which the amounts claimed have not been specified. Claims totaling approximately $360 million (2006 - $340 million) were still pending at March 31, 2007. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the financial statements.

9. Contractual Obligations

The nature of the Agency's activities can result in some large multi-year contracts and agreements whereby the Agency will be obligated to make future payments when the services/goods are received. Significant contractual obligations that can be reasonably estimated are summarized as follows:

(in thousands of dollars)	2008	2009	2010	2011	2012 and thereafter	Total
Capital projects	$3,779	$128	$ -	$ -	$ -	$3,907
Operating leases	78	225	15	13	307	638
Transfer payments	856	109	-	-	-	965
Other agreements	3,890	1,502	479	458	289	6,618
Total	$8,603	$1,964	$494	$471	$596	$12,128

CANADIAN FOOD INSPECTION AGENCY

Notes to the Financial Statements

Year ended March 31, 2007

10. Related Party Transactions

The Agency is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The Agency enters into transactions with these entities in the normal course of business and on normal trade terms. In addition, the Agency has several agreements with Agriculture and Agri-Food Canada related to the operation of its finance and administrative systems and some administrative activities with Health Canada related to the operations and maintenance of the Winnipeg Laboratory.

a) Services provided without charge from other government departments:

During the year, the Agency received without charge from other departments, accommodation, legal fees and the employer's contribution to the health and dental insurance plans. These services without charge have been recognized in the Agency's Statement of Operations as follows:

(in thousands of dollars)	2007	2006
Accommodation	$24,052	$22,638
Employer's contribution to the health and dental insurance plans	27,458	31,111
Legal services	4,354	9,410
Audit services	175	195
	$56,039	$63,354

The Government of Canada has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The cost of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada, are not included in the Agency's Statement of Operations.

b) Receivables and payables outstanding at year-end with related parties are as follows:

(in thousands of dollars)	2007	2006
Accounts receivable from other government departments and agencies	$11,882	$2,744
Accounts payable to other government departments and agencies	6,902	8,149

CANADIAN FOOD INSPECTION AGENCY

Notes to the Financial Statements

Year ended March 31, 2007

11. Comparative Information

Certain comparative figures have been reclassified to conform to the current year's presentation.

12. Subsequent Event

On June 22, 2007, the Agency and the Public Service Alliance of Canada (PSAC) announced that, following careful consideration and evaluation, the Agency will proceed with the results of a classification decision covering work descriptions mediated with the assistance of the Public Service Labour Relations Board (PSLRB) and affecting CFIA employees in front-line inspection. The implementation of these decisions is a complex process and will require a significant amount of work. The management and the union are working cooperatively on an implementation strategy, which will include timeframes. The estimated cost for this classification decision is $32 million. This estimate is included in the amount for claims pending at March 31, 2007 as presented in Note 8 - Contingent Liabilities. The Agency will record the actual expense in year 2007-2008, the year that the Agency became bound to make the payments.

4. OTHER ITEMS OF INTEREST

4.1 Details of Summary of Performance Results and Spending

Included in Section 1.3 — Summary information is Table 1.3.3 — Summary of Performance Results and Spending. According to Treasury Board guidelines, Table 1.3.3 is part of an overall summary of the Agency's performance in relation to the targets it set for itself. The table presents the performance results for groupings of individual targets, which have been "rolled-up" for the sake of the summary. The breakdown of the individual targets and associated performance results is detailed in Table 4.1.1a and the breakdown of spending by Program Sub-Activities is detailed in Table 4.1.1b.

Table 4.1.1a — Breakdown of the Individual Targets and Associated Performance Results

Targeted Performance	TARGETS 2005–06	TARGETS 2006–07	RESULTS Opportunity for Improvement (X) or Met (√) or Exceeded (√+) 2005–06	RESULTS Opportunity for Improvement (X) or Met (√) or Exceeded (√+) 2006–07
Benefits to Canadians: Public Health				
CFIA's Contribution: Protecting Canadians from preventable health risks related to food safety or the transmission of animal diseases to humans				
CFIA's Ongoing Priority: Effective response to threats to human health				
Program Activity: Food safety and public health				
Program Sub-Activity: Managing food safety risks				
Expected Result: *Food leaving federally registered establishments for inter-provincial and export trade or being imported into Canada is safe and wholesome*				
Federally registered food establishment compliance — Meat	None	≥98%	87%	99% √
Federally registered food establishment compliance — Fish and seafood	≥99%	≥99%	99% √	>99% √
Federally registered food establishment compliance — Processed products	≥98%	≥98%	97% √	96% X
Federally registered food establishment compliance — Shell egg	≥99%	≥99%	98% √	99% √
Federally registered food establishment compliance — Dairy	≥99%	≥99%	86% X	97% X
Chemical residue testing compliance — Meat	≥95%	≥95%	96% √	97% √
Chemical residue testing compliance — Fish and seafood	≥95%	≥95%	98% √	96% √
Chemical residue testing compliance — Fresh fruits and vegetables	≥95%	≥95%	99% √	97% √
Chemical residue testing compliance — Processed products	≥95%	≥95%	99% √	100% √
Chemical residue testing compliance — Honey	≥95%	≥95%	94% √	92% X
Chemical residue testing compliance — Shell egg	≥95%	≥95%	93% X	87% X
Chemical residue testing compliance — Dairy	≥95%	≥95%	99% √	99% √
Expected Result: *Food safety recalls and incidents are contained in a timely and appropriate manner*				
Timeliness of public food recall warnings	100%	100%	100% √	100% √
Expected Result: *Food safety incidents in non-federally registered facilities and food products produced in them are addressed*				
Extent to which inspection projects are developed to address major health risks identified through the science committees	None	≥90%	None	94% √
Program Sub-Activity: Controlling the transmission of animal diseases to humans				

Table 4.1.1a — Breakdown of the Individual Targets and Associated Performance Results *(continued)*

Targeted Performance	TARGETS 2005–06	TARGETS 2006–07	RESULTS Opportunity for Improvement (X) or Met (√) or Exceeded (√+) 2005–06	RESULTS Opportunity for Improvement (X) or Met (√) or Exceeded (√+) 2006–07
Expected Result: *Animal diseases that are transmissible to humans are effectively controlled within animal populations*				
Level of sampling, as compared with OIE standards	≥30,000	≥30,000	57,768 √	55,420 √
Compliance with cattle tagging regulations	≥97%	≥97%	99% √	>99% √
Compliance with SRM removal regulations in federally registered plants	≥97%	≥97%	97% √	97% √
Number of new cases (if any) of BSE outside accepted BSE risk parameters	0	0	0 √	0 √
Benefits to Canadians: Economic Growth				
CFIA's Contributions: Protecting consumers through a fair and effective food, animal and plant regulatory regime that supports competitive domestic and international markets				
CFIA's Ongoing Priority: Modernizing the regulatory system to address new demands and challenges				
Program Activity: Science and regulation				
Program Sub-Activity: Protecting consumers and the marketplace from unfair practices				
Expected Result: *Deceptive and unfair market practices are deterred*				
Compliance with quality standard for non-pedigreed seed	≥85%	≥85%	86% √	88% √
Compliance with quality standard for pedigreed seed	≥95%	≥95%	92% X	93% X
Compliance with varietal purity standards for seed	≥99%	≥99%	99% √	98% √*
Compliance of seed establishments and private labs with federal requirements	None	≥95%	None	99% √
Program Sub-Activity: Certifying exports				
Expected Result: *Other governments' import requirements are met*				
Requirements of importing countries met — Meat	≥99%	≥99%	99% √	>99% √
Requirements of importing countries met — Fish and seafood	≥99%	≥99%	99% √	98% √
Requirements of importing countries met — Egg	≥99%	≥99%	99% √	>99% √
Requirements of importing countries met — Dairy	≥99%	≥99%	None	None

Table 4.1.1a — Breakdown of the Individual Targets and Associated Performance Results *(continued)*

Targeted Performance	TARGETS 2005–06	TARGETS 2006–07	RESULTS Opportunity for Improvement (X) or Met (√) or Exceeded (√+) 2005–06	RESULTS Opportunity for Improvement (X) or Met (√) or Exceeded (√+) 2006–07
Benefits to Canadians: Environmental Protection				
CFIA's Contributions: Sustaining the plant and animal resource base				
CFIA's Ongoing Priority: Effective protection of the environment and plant resource base				
CFIA's New priority: Development and implementation of a Pan-Canadian Animal Health Strategy				
Program Activity: Animal and plant resource protection				
Program Sub-Activity: Protecting Canada's crops and forests				
Expected Result: *Entry and domestic spread of regulated plant diseases and pests are controlled*				
Number of new regulated plant diseases or pests introduced into Canada through regulated pathways (if any)	None	None	4 X	2 X
Increase (if any) in size of regulated areas for plant diseases/pests attributable to human activity	No increase	No increase	Some increase √	Some increase √
Number of pest surveys that are completed as per workplan	100%	100%	100% √	100% √
Expected Result: *Industry complies with federal acts and regulations concerning Canada's crops and forests*				
Fertilizers and supplement (non-biotechnology) — compliance with efficacy standard	≥95%	≥95%	82% X	78% X
Fertilizer and supplement — compliance with safety standards (heavy metal, pathogen, and pesticide contamination)	≥95%	≥95%	96% √	95% √
Program Sub-Activity: Protecting Canada's livestock and aquatic animals				
Expected Result: *Entry and domestic spread of regulated animal diseases are controlled*				
Number of new regulated animal diseases introduced into Canada through regulated pathways (if any)	None	None	None √	None √
Increase (if any) in proportion of domestic animals infected with a regulated animal disease in Canadian herds or flocks	No increase	No increase	Some increase X	Some increase X
Expected Result: *Industry complies with federal acts and regulations for livestock*				
Extent to which feed mills are compliant with the Feed Ban (without major deviations)	≥95%	≥95%	96% √	94% √*
Extent to which feed mills are compliant with the *Feeds Act* including the Feed Ban (without major deviations)	N/A	96%	N/A	82% X
Extent to which feed renderers are compliant with the Feed Ban (without major deviations)	≥93%	≥93%	93% √	100% √
Extent to which feed renderers are compliant with the *Feeds Act* including the Feed Ban (without major deviations)	N/A	93%	N/A	100% √

* A variation of +/–1% from the target is interpreted as "met".

Table 4.1.1a — Breakdown of the Individual Targets and Associated Performance Results *(continued)*

Targeted Performance	TARGETS 2005–06	TARGETS 2006–07	RESULTS Opportunity for Improvement (X) or Met (√) or Exceeded (√+) 2005–06	RESULTS Opportunity for Improvement (X) or Met (√) or Exceeded (√+) 2006–07
Program Sub-Activity: Assessing agricultural products				
Expected Result: *Agricultural products met the requirements of federal acts and regulations*				
Novel fertilizer and supplement testing — compliance with efficacy and safety standards (biotechnology)	≥95%	≥95%	92% X	96% √
Compliance of confined field trials for plants with novel traits (PNTs)	≥90%	≥90%	94% √	94% √
Benefits to Canadians: Public Security				
CFIA's Contributions: Promoting the security of Canada's food supply and agricultural resource base				
CFIA's Ongoing Priority: Effective response to threats to human health				
Program Activity: Public security				
Program Sub-Activity: Preparing for emergencies				
Expected Result: *The Agency is in a state of readiness for an effective, rapid response to emergencies*				
Implementation percentage of Public Safety Canada's (PSC) National Emergency Response System (NERS)	Full	Full	Partial X	Full √
Program Sub-Activity: Enhancing capacity to respond to emergencies				
Expected Result: *The Agency has the capacity to respond to emergencies*				
Implementation percentage of aspects of Public Safety Canada's National Emergency Response System	None	Full	None	Full √

Table 4.1.1b — Breakdown of Spending by Program Sub-Activities

Program Sub-Activities	FY 2005–06 Planned Spending ($ millions)	FY 2005–06 Actual Spending ($ millions)	FY 2006–07 Planned Spending ($ millions)	FY 2006–07 Actual Spending ($ millions)
CFIA's Contribution: Protecting Canadians from preventable health risks related to food safety or the transmission of animal diseases to humans ***Program Activity:*** Food safety and public health				
Managing food safety risks	234.8	272.2	283.2	284.0
Controlling the transmission of animal diseases to humans	63.8	69.3	70.3	95.6
CFIA's Contributions: Protecting consumers through a fair and effective food, animal and plant regulatory regime that supports competitive domestic and international markets ***Program Activity:*** Science and regulation				
Promoting science-based regulations	47.6	13.2	51.0	16.8
Maintaining an effective regulatory framework	6.3	19.0	7.0	23.8
Protecting consumers and the marketplace from unfair practices	12.7	18.1	14.0	16.7
Certifying exports	44.7	32.1	47.6	19.8
CFIA's Contributions: Sustaining the plant and animal resource base ***Program Activity:*** Animal and plant resource protection				
Protecting Canada's crops and forests	35.6	57.6	41.6	65.2
Protecting Canada's livestock and aquatic animals	52.9	71.1	53.3	63.1
Assessing agricultural products	11.2	10.3	11.8	11.8
CFIA's Contributions: Promoting the security of Canada's food supply and agricultural resource base ***Program Activity:*** Public security				
Preparing for emergencies	1.6	4.4	32.9	1.2
Enhancing capacity to respond to emergencies	24.0	20.8	24.9	22.6

4.2 Notes on Reporting Against the 2006–07 *Report on Plans and Priorities*

As discussed in Section 2.1 — How the Agency Plans and Reports — the Agency is required to report on its performance against the 2006–07 *Report on Plans and Priorities* (RPP). The 2006–07 *Performance Report* has also been structured to reflect the Agency's performance over the reporting year in the most accurate manner possible. While more effort has been placed on providing a clear link between the *Report on Plans and Priorities* and the *Performance Report*, discrepancies may exist between the two documents. Continued improvements on linking between Plans and Performance will continue over future reporting periods.

Reporting by Strategic Outcome: The complexity of the CFIA's business demands that the CFIA engage in a number of ongoing activities that contribute to the achievement of expected results (as outlined in the RPP). The *Performance Report* reflects the Strategic Outcomes, program activities, program sub-activities and expected results around which the RPP is structured. In this sense, there is a linear correlation between the RPP and the *Performance Report*.

Reporting on Special Initiatives: As discussed in Section 1.3, the Agency's 2006–07 *Report on Plans and Priorities* reports on its key risks and challenges and sets out a plan to address these issues, namely through the work of Special Initiatives. As these are longer term in nature and do not immediately support the ongoing activities of the Agency, Special Initiatives are reported on separately in Section 3.1.

Reporting on Regulatory Research: Regulatory Research is an integral part of the CFIA's work and is reflected throughout all of the Strategic Outcomes. In order to highlight the CFIA's important contribution to Regulatory Research, the CFIA's performance has been highlighted in Section 3.3.

Sound Agency Management: The RPP presents its plan for sound agency management in Section 3.4. The CFIA places a high priority on management excellence. Excellent management is a cornerstone to the CFIA's ability to fulfill its mandate.

4.3 Acronyms

AAFC	Agriculture and Agri-Food Canada
AI	Avian Influenza
AP	Adventitious presence
APF	Agricultural Policy Framework
BCP	Business Continuity Planning Program
BSE	Bovine spongiform encephalopathy
CBRN	Chemical, Biological, Radiological and Nuclear
CBSA	Canada Border Services Agency
CCIA	Canadian Cattle Identification Agency
CFIA	Canadian Food Inspection Agency
CFS	Canadian Forest Service
CGC	Canadian Grain Commission
CODEX	Codex Alimentarius Commission
CRSB	Canadian Regulatory System for Biotechnology
CRTI	Chemical, Biological, Radiological and Radio-Nuclear Research and Technology Initiative
CSGA	Canadian Seed Growers Association
CVMA	Canadian Veterinary Medical Association
CWD	Chronic Wasting Disease
CWS	Canadian Wildlife Service

DFO	Fisheries and Oceans Canada
EC	Environment Canada
EU	European Union
F/P/T	Federal/Provincial/Territorial
FAA	*Federal Accountability Act*
FAD	Foreign Animal Disease
FADES	Foreign Animal Disease Emergency Support
FF&V	Fresh fruits and vegetables
FTEs	Full-time equivalents
HACCP	Hazard Analysis Critical Control Point
HC	Health Canada
HR	Human Resources
IAS	Invasive Alien Species
IC	Industry Canada
IM/IT	Information Management/ Information Technology
LTCP	Long-term Capital Plan
MAF	Management Accountability Framework
MOU	Memorandum of Understanding
MRRS	Management, Resources and Results Structure
NAAHP	National Aquatic Animal Health Program
NCE	Network of Centres of Excellence
NERS	National Emergency Response System
NPCSC	National Procurement and Contracting Services
NRCAN	Natural Resources Canada
OFFS	On-Farm Food Safety
OIE	World Organisation for Animal Health
OTF	Organic Production System Task Force
PAA	Program Activity Architecture
PHAC	Public Health Agency of Canada
PMF	Performance Management Framework
PNTs	Plants with novel traits
PSAT	Public Security and Anti-Terrorism
PSC	Public Safety Canada
QA	Quality Assurance
RPP	*Report on Plans and Priorities*
SARS	Severe Acute Respiratory Syndrome
SOP	Standard Operating Procedure
SPP	Security and Prosperity Partnership of North America
SPS	Sanitary and Phytosanitary
SRM	Specified risk material
S&T	Science and technology
TBS	Treasury Board Secretariat
TSEs	Transmissible spongiform encephalopathies
WTO	World Trade Organization

4.4 Web Links

Canadian Food Inspection Agency	www.inspection.gc.ca
Animals	www.inspection.gc.ca/english/anima/animae.shtml
Avian Influenza	www.inspection.gc.ca/english/anima/heasan/disemala/avflu/avflue.shtml
Regulating agricultural biotechnology	www.inspection.gc.ca/english/sci/biotech/bioteche.shtml
Bovine spongiform encephalopathy (BSE)	www.inspection.gc.ca/english/anima/heasan/disemala/bseesb/bseesbfse.shtml
Corporate Business Plan	www.inspection.gc.ca/english/corpaffr/busplan/2003-2008/indexe.shtml
Livestock feeds	www.inspection.gc.ca/english/anima/feebet/feebete.shtml
Food recalls and allergy alerts	www.inspection.gc.ca/english/corpaffr/recarapp/recaltoce.shtml
Food	www.inspection.gc.ca/english/fssa/fssae.shtml
Food Safety Web Wheel	www.inspection.gc.ca/english/corpaffr/educ/gamejeu/wheeroue.shtml
Invasive Alien Species	www.inspection.gc.ca/english/plaveg/invenv/invenve.shtml
Aquatic animals	www.inspection.gc.ca/english/anima/aqua/aquae.shtml
Plants	www.inspection.gc.ca/english/plaveg/plavege.shtml
Prosecution bulletins	www.inspection.gc.ca/english/corpaffr/projud/projude.shtml
Rabies	www.inspection.gc.ca/english/anima/heasan/disemala/rabrag/rabrage.shtml

4.4 Liens menant à des sites Web

Agence canadienne d'inspection des aliments	www.inspection.gc.ca
Aliments du bétail	www.inspection.gc.ca/francais/anima/feebet/feebetf.shtml
Animaux aquatiques	www.inspection.gc.ca/francais/anima/aqua/aquaf.shtml
Réglementation de la biotechnologie agricole	www.inspection.gc.ca/francais/sci/biotech/biotechf.shtml
Bulletins judiciaires	www.inspection.gc.ca/francais/corpaffr/projud/projudf.shtml
L'encéphalopathie spongiforme bovine (ESB) en Amérique du Nord	www.inspection.gc.ca/francais/anima/heasan/disemala/bseesb/bseesbindexf.shtml
Espèces exotiques envahissantes	www.inspection.gc.ca/francais/plaveg/invenv/invenvf.shtml
Influenza aviaire	www.inspection.gc.ca/francais/anima/heasan/disemala/avflu/avfluf.shtml
Plan d'entreprise 2003-2008	www.inspection.gc.ca/francais/corpaffr/busplan/2003-2008/indexf.shtml
Rage	www.inspection.gc.ca/francais/anima/heasan/disemala/rabrag/rabragf.shtml
Rappels d'aliments et alertes à l'allergie	www.inspection.gc.ca/francais/corpaffr/recarapp/recaltocf.shtml
Roue de la salubrité des aliments	www.inspection.gc.ca/francais/corpaffr/educ/gamejeu/wheerouf.shtml
Aliments	www.inspection.gc.ca/francais/fssa/fssaf.shtml
Animaux	www.inspection.gc.ca/francais/anima/animaf.shtml
Végétaux	www.inspection.gc.ca/francais/plaveg/plavegf.shtml

EEE	Espèces exotiques envahissantes
ESB	Encéphalopathie spongiforme bovine
EST	Encéphalopathie spongiforme transmissible
ETP	Équivalent temps plein
FADES	Plan de soutien à l'éradication des maladies animales exotiques
FLF	Fruits et légumes frais
FPT	Fédéral-provincial-territorial
GI/TI	Gestion de l'information/technologie de l'information
HACCP	Analyse des risques et maîtrise des points critiques
IA	Influenza aviaire
IC	Industrie Canada
IRTC	Initiative de recherche et de technologie chimique, biologique, radiologique et nucléaire
LFR	*Loi fédérale sur la responsabilité*
MAE	Maladie animale exotique
MDC	Maladie débilitante chronique
MPO	Ministère des Pêches et des Océans du Canada
MRS	Matière à risque spécifiée
OIE	Organisation mondiale de la santé animale
OMC	Organisation mondiale du commerce
PILT	Plan d'investissement à long terme
PIV	Pureté et identité des variétés
PNSAA	Programme national sur la santé des animaux aquatiques
PON	Procédures opérationnelles normalisées
PPCO	Programme de planification de la continuité des opérations
PSP	Partenariat nord-américain pour la sécurité et la prospérité
RCE	Réseau de centres d'excellence
RH	Ressources humaines
RNCan	Ressources naturelles Canada
RNIPB	Régime national d'inspection et de production biologique
RPP	*Rapport sur les plans et les priorités*
SAF	Salubrité des aliments à la ferme
SC	Santé Canada
SCF	Service canadien des forêts
SCRB	Système canadien de réglementation de la biotechnologie
SCF	Service canadien des forêts
SCT	Secrétariat du Conseil du Trésor
SGRR	Structure de gestion, des ressources et des résultats
SNIU	Système national d'intervention en cas d'urgence
SPAT	Sécurité publique et antiterrorisme
SPC	Sécurité publique Canada
SPS	Sanitaire et phytosanitaire
SRAS	Syndrome respiratoire aigu sévère
ST	Sciences et technologie
UE	Union européenne
VCN	Végétaux à caractères nouveaux

4.2 Notes sur la présentation des résultats en regard du *Rapport sur les plans et les priorités* 2006-2007

Comme on l'a mentionné à la section 2.1 – Notre façon de planifier et d'établir les rapports, l'Agence est tenue de faire état de son rendement en regard du *Rapport sur les plans et les priorités* (RPP) de 2006-2007. Le Rapport sur le rendement de 2006-2007 a également été structuré de manière à refléter le rendement de l'Agence au cours de la période visée de la façon la plus précise qui soit. Bien que nous ayons fait davantage d'efforts pour présenter un lien évident entre le *Rapport sur les plans et les priorités* et le *Rapport sur le rendement*, il peut y avoir des écarts entre les deux documents. Nous continuerons d'améliorer les liens entre les deux rapports au cours des périodes de déclaration ultérieures.

Rapport par résultat stratégique : La complexité des activités de l'Agence l'oblige à entreprendre plusieurs activités courantes qui concourent à l'obtention des résultats prévus (décrits dans le RPP). Le *Rapport sur le rendement* rend compte des résultats stratégiques, des activités de programme, des sous-activités de programme et des résultats prévus en vertu desquels le RPP est structuré. En ce sens, il y a une corrélation linéaire entre le RPP et le Rapport sur le rendement.

Rapport sur les initiatives spéciales : Comme on l'a analysé à la section 1.3, le *Rapport sur les plans et les priorités* de 2006-2007 fait état des principaux risques et défis, et établit un plan pour s'attaquer à ces difficultés, plus précisément par l'intermédiaire des activités relatives aux initiatives spéciales. Comme ces activités sont à plus long terme et n'appuient pas immédiatement les activités courantes de l'Agence, les initiatives spéciales sont présentées séparément à la section 3.1.

Rapport sur la recherche en réglementation : La recherche en réglementation fait partie intégrante des activités de l'Agence et il en est fait état tout au long des résultats stratégiques. De façon à mettre en lumière la contribution importante de l'ACIA à la recherche réglementaire, le rendement de l'ACIA a été mis en évidence à la section 3.3.

Saine gestion de l'Agence : Le RPP présente son plan de saine gestion de l'Agence à la section 3.4. L'Agence accorde une priorité élevée à l'excellence en matière de gestion. Une gestion de haute qualité constitue la pierre angulaire de sa capacité à s'acquitter de son mandat.

4.3 Sigles

AAC	Agriculture et Agroalimentaire Canada
AAP	Architecture des activités de programme
ACIA	Agence canadienne d'inspection des aliments
ACIB	Agence canadienne d'identification du bétail
ACMV	Association canadienne des médecins vétérinaires
ACPS	Association canadienne des producteurs de semences
AQ	Assurance de la qualité
ASFC	Agence des services frontaliers du Canada
ASPC	Agence de santé publique du Canada
CBRN	Chimique, biologique, radiologique et nucléaire
CCG	Commission canadienne des grains
CGR	Cadre de gestion du rendement
CNSAM	Centre national de service pour les achats et les marchés
CODEX	Commission du Codex Alimentarius
CRG	Cadre de responsabilisation de gestion
CSA	Cadre stratégique pour l'agriculture
EC	Environnement Canada

Tableau 4.1.1b – Ventilation des dépenses par sous-activités de programme

Sous-activité de programme	Exercice 2005-2006		Exercice 2006-2007	
	Dépenses prévues (millions de dollars)	Dépenses réelles (millions de dollars)	Dépenses prévues (millions de dollars)	Dépenses réelles (millions de dollars)
Contribution de l'ACIA :	Protéger les Canadiens contre les risques évitables pour la santé liés à la salubrité des aliments ou à la transmission de maladies animales aux humains			
Activité de programme :	Salubrité des aliments et santé publique			
Gérer les risques liés à la salubrité des aliments	234,8	272,2	283,2	284,0
Contrôler la transmission de maladies animales aux humains	63,8	69,3	70,3	95,6
Contribution de l'ACIA :	Protéger les consommateurs au moyen d'un régime de réglementation juste et efficace pour les aliments, les animaux et les végétaux à l'appui de marchés compétitifs nationaux et internationaux			
Activité de programme :	Sciences et réglementation			
Faciliter la réglementation fondée sur la science	47,6	13,2	51,0	16,8
Assurer un cadre réglementaire efficace	6,3	19,0	7,0	23,8
Protéger les consommateurs et le marché contre les pratiques déloyales	12,7	18,1	14,0	16,7
Certifier les exportations	44,7	32,1	47,6	19,8
Contribution de l'ACIA :	Assurer le maintien des ressources végétales et animales			
Activité de programme :	Protection des ressources végétales et animales			
Protéger les cultures et les forêts canadiennes	35,6	57,6	41,6	65,2
Protéger les animaux d'élevage et les animaux aquatiques du Canada	52,9	71,1	53,3	63,1
Évaluer les produits agricoles	11,2	10,3	11,8	11,8
Contribution de l'ACIA :	Promouvoir la sécurité de l'approvisionnement alimentaire et agricole du Canada			
Activité de programme :	Sécurité publique			
Se préparer à intervenir en cas d'urgence	1,6	4,4	32,9	1,2
Renforcer la capacité de réagir en cas d'urgence	24,0	20,8	24,9	22,6

Tableau 4.1.1a – Ventilation des différents objectifs individuels et des résultats connexes en matière de rendement *(suite)*

		OBJECTIFS		RÉSULTATS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+)	
Rendement visé		**2005-2006**	**2006-2007**	**2005-2006**	**2006-2007**
Avantage pour les Canadiens :	Sécurité publique				
Contribution de l'ACIA :	Promouvoir la sécurité de l'approvisionnement alimentaire et des ressources agricoles du Canada				
Priorité permanente de l'ACIA :	Intervention efficace en cas de menace pour la santé humaine				
Activité de programme :	Sécurité publique				
Sous-activité de programme :	Se préparer à intervenir en cas d'urgence				
Résultat prévu :	*L'Agence est prête à intervenir rapidement et de manière efficace en cas d'urgence*				
Mise en œuvre du Système national d'intervention en cas d'urgence (SNIU) de Sécurité publique Canada		Complète	Complète	Partielle X	Complète √
Sous-activité de programme :	Renforcer la capacité de réagir en cas d'urgence				
Résultat prévu :	*L'Agence est prête à intervenir rapidement et de manière efficace en cas d'urgence*				
Mise en œuvre du Système national d'intervention en cas d'urgence (SNIU) de Sécurité publique Canada		Pas du tout	Complète	Pas du tout	Complète √

Tableau 4.1.1a – Ventilation des différents objectifs individuels et des résultats connexes en matière de rendement *(suite)*

	OBJECTIFS		RÉSULTATS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+)	
Rendement visé	**2005-2006**	**2006-2007**	**2005-2006**	**2006-2007**
Sous-activité de programme :	Protéger les animaux d'élevage et les animaux aquatiques du Canada			
Résultat prévu :	*L'entrée et la propagation au pays de maladies animales réglementées sont sous contrôle*			
Nombre de nouvelles maladies animales réglementées ayant pénétré au Canada par les voies réglementées (le cas échéant)	Aucune	Aucune	Aucune √	Aucune √
Augmentation (le cas échéant) de la proportion d'animaux domestiques infectés par une maladie animale réglementée dans les troupeaux canadiens	Aucune augmentation	Aucune augmentation	Augmentation quelconque X	Augmentation quelconque X
Résultat prévu :	*L'industrie se conforme aux lois et à la réglementation fédérales concernant le bétail*			
Mesure dans laquelle les provenderies sont en conformité (ne présentant pas d'écart majeur)	≥ 95 %	≥ 95 %	96 %	94 % √*
Mesure dans laquelle les provenderies sont en conformité avec la *Loi relative aux aliments du bétail*, y compris l'interdiction frappant les aliments du bétail) (ne présentant pas d'écart majeur)	n/a	96 %	n/a	82 % X
Mesure dans laquelle les installations d'équarrisseurs sont en conformité (pas d'écart majeur)	≥ 93 %	≥ 93%	93 % √	100 % √
Mesure dans laquelle les installations d'équarrisseurs sont en conformité avec la *Loi relative aux aliments du bétail*, y compris l'interdiction frappant les aliments du bétail (ne présentant pas d'écart majeur)	n/a	93 %	n/a	100 % √
Sous-activité de programme :	Évaluer les produits agricoles			
Résultat prévu :	*Les produits agricoles respectent les exigences des lois et de la réglementation fédérales*			
Analyse des nouveaux engrais et suppléments – Conformité aux normes d'efficacité et de sécurité (biotechnologie)	≥ 95 %	≥ 95 %	92 % X	96 % √
Conformité des essais au champ en conditions confinées des végétaux à caractères nouveaux	≥ 90 %	≥ 90 %	94 % √	94 % √

* En cas d'écart de +/- 1 p. 100 par rapport à l'objectif, on considère que ce dernier est « atteint ».

Tableau 4.1.1a – Ventilation des différents objectifs individuels et des résultats connexes en matière de rendement *(suite)*

Rendement visé	OBJECTIFS 2005-2006	OBJECTIFS 2006-2007	RÉSULTATS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+) 2005-2006	RÉSULTATS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+) 2006-2007
Sous-activité de programme :	Certifier les exportations			
Résultat prévu :	*Les exigences d'autres gouvernements en matière d'importation sont respectées*			
Respect des exigences des pays importateurs – Viandes	≥ 99 %	≥ 99 %	99 % √	>99% √
Respect des exigences des pays importateurs – Poisson et produits de la mer	≥ 99 %	≥ 99 %	99 % √	98 % √
Respect des exigences des pays importateurs – Œufs	≥ 99 %	≥ 99 %	99 % √	>99 % √
Respect des exigences des pays importateurs – Produits laitiers	≥ 99 %	≥ 99 %	Aucune	Aucune
Avantage pour les Canadiens :	Protection de l'environnement			
Contribution de l'ACIA :	Assurer le maintien des ressources végétales et animales			
Priorité permanente de l'ACIA :	Protection efficace de l'environnement et des ressources végétales			
Nouvelle priorité de l'ACIA :	Élaboration et mise en œuvre d'une Stratégie pancanadienne pour la santé animale			
Activité de programme :	Protection des ressources végétales et animales			
Sous-activité de programme :	Protéger les cultures et les forêts canadiennes			
Résultat prévu :	*L'entrée et la propagation au pays des maladies et des parasites des végétaux réglementés sont sous contrôle*			
Nombre de nouveaux phytoravageurs ou maladies de végétaux réglementés ayant pénétré au Canada par les voies réglementées (le cas échéant)	Aucune	Aucune	4 X	2 X
Augmentation (le cas échéant) de la superficie des secteurs réglementés en raison de maladies touchant les végétaux ou de phytoravageurs attribuables à l'activé humaine	Pas d'augmentation	Pas d'augmentation	Augmentation quelconque √	Augmentation quelconque √
Nombre d'enquêtes phytosanitaires menées conformément au plan de travail	100 %	100 %	100 % √	100 % √
Résultat prévu :	*L'industrie se conforme aux lois et à la réglementation fédérales concernant les cultures et les forêts du Canada*			
Engrais et suppléments (non issus de la biotechnologie) – Conformité aux normes d'efficacité	≥ 95 %	≥ 95 %	82 % X	78 % X
Engrais et suppléments – Conformité aux normes de sécurité (contamination par des métaux lourds, des pathogènes et des pesticides)	≥ 95 %	≥ 95 %	96 % √	95 % √

Tableau 4.1.1a – Ventilation des différents objectifs individuels et des résultats connexes en matière de rendement *(suite)*

	OBJECTIFS		RÉSULTATS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+)	
Rendement visé	**2005-2006**	**2006-2007**	**2005-2006**	**2006-2007**
Résultat prévu :	*Les rappels et les incidents liés à la salubrité des aliments sont maîtrisés en temps voulu et comme il convient*			
Rapidité des mises en garde publiques relatives au rappel d'aliments	100 %	100 %	100 % √	100 % √
Résultat prévu :	*Les incidents liés à la salubrité des aliments qui quittent les établissements non enregistrés au fédéral et qui sont produits par eux sont réglés*			
Mesure dans laquelle les inspections sont élaborées pour s'attaquer à des risques majeurs pour la santé mis en évidence par les comités scientifiques	Aucune	≥ 90 %	Aucune	94 %√
Sous-activité de programme :	Contrôler la transmission de maladies animales aux humains			
Résultat prévu :	*Les maladies animales transmissibles aux humains sont sous contrôle dans les populations animales*			
Niveau d'échantillonnage par rapport aux normes de l'OIE	≥ 30 000	≥ 30 000	57 768 √	55 420 √
Conformité à la réglementation sur l'étiquetage du bétail	≥ 97 %	≥ 97 %	99 % √	>99 % √
Conformité des établissements enregistrés au fédéral à la réglementation sur le retrait du MRS	≥ 97 %	≥ 97 %	97 % √	97 % √
Nombre de nouveaux cas (le cas échéant) d'ESB dépassant les paramètres de risque acceptés	0	0	0 √	0 √
Avantage pour les Canadiens :	Croissance économique			
Contribution de l'ACIA :	Protéger les consommateurs au moyen d'un régime de réglementation juste et efficace pour les aliments, les animaux et les végétaux à l'appui de marchés compétitifs nationaux et internationaux			
Priorité permanente de l'ACIA :	Moderniser le régime de réglementation afin de faire face aux nouvelles exigences et aux nouveaux défis			
Activité de programme :	Sciences et réglementation			
Sous-activité de programme :	Protéger les consommateurs et le marché contre les pratiques déloyales			
Résultat prévu :	*L'Agence décourage l'adoption de pratiques commerciales trompeuses et déloyales*			
Conformité des semences non sélectionnées à la norme de qualité	≥ 85 %	≥ 85 %	86 % √	88 % √
Conformité des semences sélectionnées à la norme de qualité	≥ 95 %	≥ 95 %	92 % X	93 % X
Conformité des semences aux normes relatives à la pureté variétale	≥ 99 %	≥ 99 %	99 % √	98 % √*
Conformité des semenciers et des laboratoires privés aux exigences du gouvernement fédéral	Aucune	≥ 95 %	Aucune	99 % √

Tableau 4.1.1a – Ventilation des différents objectifs individuels et des résultats connexes en matière de rendement

Rendement visé	OBJECTIFS 2005-2006	OBJECTIFS 2006-2007	RÉSULTATS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+) 2005-2006	RÉSULTATS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+) 2006-2007
Avantages pour les Canadiens :	Santé publique			
Contribution de l'ACIA :	Protéger les Canadiens contre les risques évitables pour la santé liés à la salubrité des aliments ou à la transmission de maladies animales aux humains			
Priorité permanente de l'ACIA :	Intervention efficace en cas de menace pour la santé humaine			
Activité de programme :	Salubrité des aliments et santé publique			
Sous-activité de programme :	Gérer les risques liés à la salubrité des aliments			
Résultat prévu :	*Les aliments qui quittent les établissements enregistrés au fédéral à des fins de commerce interprovincial ou d'exportation ou qui sont importés au Canada sont salubres et propres à l'alimentation humaine*			
Conformité des établissements de transformation des aliments enregistrés au fédéral – Viandes	Aucune	≥ 98 %	87 %	99 % √
Conformité des établissements de transformation des aliments enregistrés au fédéral – Poisson et produits de la mer	≥ 99 %	≥ 99 %	99 % √	>99 % √
Conformité des établissements de transformation des aliments enregistrés au fédéral – Produits transformés	≥ 98 %	≥ 98 %	97 % √	96 % X
Conformité des établissements de transformation des aliments enregistrés au fédéral – Œufs en coquille	≥ 99 %	≥ 99 %	98 % √	99 % √
Conformité des établissements de transformation des aliments enregistrés au fédéral – Produits laitiers	≥ 99 %	≥ 99 %	86 % X	97 % X
Conformité à l'issue de l'analyse des résidus chimiques – Viandes	≥ 95 %	≥ 95 %	96 % √	97 % √
Conformité à l'issue de l'analyse des résidus chimiques – Poisson et produits de la mer	≥ 95 %	≥ 95 %	98 % √	96 % √
Conformité à l'issue de l'analyse des résidus chimiques – Fruits et légumes frais	≥ 95 %	≥ 95 %	99 % √	97 % √
Conformité à l'issue de l'analyse des résidus chimiques – Produits transformés	≥ 95 %	≥ 95 %	99 % √	100 % √
Conformité à l'issue de l'analyse des résidus chimiques – Miel	≥ 95 %	≥ 95 %	94 % √	92 % X
Conformité à l'issue de l'analyse des résidus chimiques – Œufs en coquille	≥ 95 %	≥ 95 %	93 % X	87 % X
Conformité à l'issue de l'analyse des résidus chimiques – Produits laitiers	≥ 95 %	≥ 95 %	99 % √	99 % √

4. AUTRES POINTS D'INTÉRÊT

4.1 Détails du résumé des résultats en matière de rendement et de dépenses

La section 1.3, Renseignements sommaires, renferme le tableau 1.3.3 – Sommaire des résultats en matière de rendement et de dépenses. Selon les lignes directrices du Conseil du Trésor, ce tableau fait partie du sommaire général du rendement de l'Agence par rapport aux objectifs qu'elle s'est fixés. Le tableau présente les résultats en matière de rendement pour les groupes d'objectifs individuels, qu'on a mis ensemble pour les besoins du résumé. La ventilation des objectifs individuels et des résultats connexes en matière de rendement est présentée en détail au tableau 4.1.1a et la ventilation des dépenses par sous-activité de programme est présentée en détail au tableau 4.1.1b.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

12. Événement postérieur à la fin d'exercice

Le 22 juin 2007, l'Agence et l'Alliance de la Fonction publique du Canada (AFPC) ont annoncé que, après un examen soigné de la question, l'Agence va mettre en oeuvre la décision de classification visant les descriptions de travail rédigées avec l'aide de la Commission des relations de travail dans la fonction publique (CRTFP). La décision touche les employés de l'Agence qui occupent un poste d'inspection de première ligne. La mise en oeuvre de cette décision est un processus complexe qui demandera beaucoup de travail. La direction de l'Agence et le syndicat collaborent actuellement pour élaborer une stratégie de mise en oeuvre et établir un échéancier. Le coût estimatif de cette décision de classification est évalué à 32 millions $. Cette somme est incluse dans le montant inscrit à titre de réclamation en instance au 31 mars 2007, tel que présenté à la note 8 – Passif éventuel. L'Agence comptabilisera la dépense dans l'exercice 2007-2008, année où l'Agence s'est engagée à effectuer les paiements.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

a) Services fournis gratuitement par d'autres ministères :

De plus, au cours de l'exercice, l'Agence a reçu gratuitement des services d'autres ministères tels que : locaux, services juridiques et cotisations de l'employeur aux régimes de soins de santé et de soins dentaires. Ces services gratuits ont été constatés comme suit dans l'état des résultats de l'Agence :

(en milliers de dollars)	2007	2006
Locaux	24 052 $	22 638 $
Cotisations de l'employeur aux régimes de soins de santé et de soins dentaires	27 458	31 111
Services juridiques	4 354	9 410
Services de vérification	175	195
	56 039 $	63 354 $

Le gouvernement du Canada a structuré certaines de ses activités administratives de manière à optimiser l'efficience et l'efficacité de sorte qu'un seul ministère mène sans frais certaines activités au nom de tous. Le coût de ces services, qui comprennent les services de paye et d'émission de chèques offerts par Travaux publics et Services gouvernementaux Canada, ne sont pas inclus dans l'état des résultats de l'Agence.

b) Solde des créances et des créditeurs au 31 mars avec d'autres apparentés :

(en milliers de dollars)	2007	2006
Créances des autres ministères et organismes fédéraux	11 882 $	2 744 $
Créditeurs envers d'autres ministères et organismes fédéraux	6 902	8 149

11. Chiffres correspondants

Certains chiffres de l'exercice précédent ont été reclassés afin de les rendre conformes à la présentation adoptée pour l'exercice en cours.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

b) Réclamations et litiges

Des réclamations ont été faites auprès de l'Agence dans le cours normal de ses activités, incluant des griefs effectués par des employés qui sont non résolus à la fin de l'exercice ainsi que des recours collectifs contre l'Agence et d'autres organismes en lien avec l'encéphalopathie spongiforme bovine (ESB) pour lesquels les montants n'ont pas été spécifiés. Des réclamations totalisant environ 360 millions $ (2006 - 340 millions $) étaient toujours en instance au 31 mars 2007. Certaines obligations éventuelles pourraient devenir des obligations réelles selon que certains événements futurs se produisent ou non. Dans la mesure où l'événement futur risque de se produire ou non et si l'on peut établir une estimation raisonnable de la perte, on comptabilise un passif estimatif et une charge dans les états financiers.

9. Obligations contractuelles

De par leur nature, les activités de l'Agence peuvent donner lieu à des contrats et des ententes d'importance en vertu desquels l'Agence sera tenu d'effectuer des paiements échelonnés sur plusieurs années pour l'acquisition de biens ou services. Voici les principales obligations contractuelles pour lesquelles une estimation raisonnable peut être faite :

(en milliers de dollars)	2008	2009	2010	2011	2012 et après	Total
Projets en immobilisations	3 779 $	128 $	- $	- $	- $	3 907 $
Contrats de location-exploitation	78	225	15	13	307	638
Paiements de transfert	856	109	-	-	-	965
Autres ententes	3 890	1 502	479	458	289	6 618
Total	8 603 $	1 964 $	494 $	471 $	596 $	12 128 $

10. Opérations entre apparentés

L'Agence est liée par propriété commune à tous les ministères, organismes et sociétés d'État du gouvernement du Canada. L'Agence réalise des opérations avec ces entités dans le cours normal de ses activités, selon les conditions commerciales normales. En outre, l'Agence a plusieurs ententes avec Agriculture et Agroalimentaire Canada liées à l'exploitation de ses systèmes financiers et administratifs et certaines activités administratives, et avec Santé Canada, relativement aux activités d'exploitation et d'entretien du laboratoire de Winnipeg.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

b) Indemnités de départ

L'Agence verse des indemnités de départ aux employés en fonction de l'admissibilité, des années de service et du salaire final. Ces indemnités ne sont pas capitalisées d'avance. Les indemnités seront prélevées sur les crédits parlementaires futurs. Voici quelles étaient les indemnités de départ au 31 mars :

(en milliers de dollars)	2007	2006
Obligation au titre des indemnités constituées au début de l'exercice	75 447 $	67 145 $
Charge pour l'exercice	14 806	14 771
Indemnités versées au cours de l'exercice	(6 689)	(6 469)
Obligation au titre des indemnités constituées à la fin de l'exercice	83 564 $	75 447 $

7. Paiements d'indemnités

La *Loi sur la santé des animaux* et la *Loi sur la protection des végétaux* autorisent le ministre, par l'entremise de l'Agence, à indemniser les propriétaires d'animaux et de végétaux détruits en conformité avec les lois. Au cours de l'exercice, les indemnités engagées en conformité avec ces deux lois se sont élevées à 3 754 000 $ (2006 - 9 478 000 $) et concernent les maladies suivantes :

(en milliers de dollars)	2007	2006
Influenza aviaire	738 $	1 573 $
Agrile du frêne	661	1 790
Nématode à Kyste de la pomme de terre	453	-
Potyvirus Sharka du prunier	210	2 139
Tremblante du mouton	63	552
Tuberculose bovine	56	2 706
Autres	1 573	718
	3 754 $	9 478 $

8. Passif éventuel

a) Sites contaminés

On comptabilise un passif afin d'inscrire les coûts estimatifs liés à la gestion et à la remise en état des sites contaminés lorsque l'Agence est obligée ou probablement obligée d'assumer ces coûts. Durant l'exercice, l'Agence a procédé à la décontamination des deux sites identifiés dans les exercices antérieurs. Il n'y a aucun autre site identifié où des mesures similaires sont possibles. Les efforts déployés par l'Agence pour évaluer les sites contaminés pourraient entraîner des passifs environnementaux additionnels ayant trait aux sites nouvellement recensés ou aux modifications apportées aux évaluations ou à l'utilisation prévue des sites existants. Ces éléments de passif seront comptabilisés par l'Agence pendant l'exercice où ils seront connus.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

5. Immobilisations corporelles

(en milliers de dollars)

Catégorie d'immobilisations	Coût				Amortissement cumulé				2007 Valeur comptable nette	2006 Valeur comptable nette
	Solde d'ouverture	Acquisitions	Aliénations et radiations	Solde de clôture	Solde d'ouverture	Amortissement	Aliénations et radiations	Solde de clôture		
Terrains	3 331$	- $	- $	3 331$	- $	- $	- $	- $	3 331$	3 331$
Immeubles	250 339	1 523	-	251 862	141 390	8 839	-	150 229	101 633	108 949
Machinerie et matériel	66 604	12 857	3 288	76 173	26 532	3 805	2 435	27 902	48 271	40 072
Matériel informatique et logiciels	41 174	4 154	955	44 373	31 323	4 410	931	34 802	9 571	9 851
Véhicules	33 304	7 659	3 667	37 296	13 482	4 092	3 593	13 981	23 315	19 822
Actifs en construction	7 574	6 360	1 828	12 106	-	-	-	-	12 106	7 574
Améliorations locatives	8 313	1 943	-	10 256	5 063	1 155	-	6 218	4 038	3 250
	410 639$	34 496$	9 738$	435 397$	217 790$	22 301$	6 959$	233 132$	202 265$	192 849$

La charge d'amortissement pour l'exercice terminé le 31 mars 2007 s'élève à 22 301 $ (2006 - 21 049 $).

6. Avantages sociaux futurs

a) Prestations de retraite

Les employés de l'Agence participent au Régime de retraite de la fonction publique, qui est parrainé et administré par le gouvernement du Canada. Les prestations de retraite s'accumulent sur une période maximale de 35 ans, au taux de 2% par année de services validables, multiplié par la moyenne des gains des cinq meilleures années consécutives. Les prestations sont intégrées aux prestations du Régime de pensions du Canada et du Régime de rentes du Québec et sont indexées à l'inflation.

Tant les employés que l'Agence versent des cotisations à l'égard du coût du régime. En 2006-2007, les cotisations de l'Agence s'élèvent à 47 948 000 $ (2006 - 52 699 000 $), soit environ 2,45 fois (2006 – 2,6 fois) les cotisations des employés.

La responsabilité de l'Agence relative au régime de retraite se limite aux cotisations versées. Les excédents ou les déficits actuariels sont constatés dans les états financiers du gouvernement du Canada, en sa qualité de répondant du régime.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

b) Crédits fournis et utilisés :

(en milliers de dollars)	2007	2006
Crédit 30 - Dépenses de fonctionnement	564 783 $	522 995 $
Crédit 35 - Dépenses en capital	28 144	18 621
Cotisations législatives aux régimes d'avantages sociaux et paiements d'indemnités	69 045	80 634
Moins :		
Crédits disponibles pour emploi dans les exercices ultérieurs	(328)	(57)
Crédits annulés - fonctionnement	(34 264)	(32 875)
Crédits annulés - capital	(6 758)	(1 190)
Crédits de l'exercice en cours utilisés	620 622 $	588 128 $

c) Rapprochement de l'encaisse nette fournie par le gouvernement et des crédits de l'exercice en cours utilisés :

(en milliers de dollars)	2007	2006
Encaisse nette fournie par le gouvernement du Canada	612 929 $	560 662 $
Revenus non disponibles pour dépenser	412	462
Variation de la somme à recevoir du Trésor		
Variation des créances et avances	(9 444)	8 403
Variation des créditeurs et charges à payer	20 808	(14 227)
Variation des revenus reportés	595	236
Autres ajustements	(4 678)	32 592
	7 281	27 004
Crédits de l'exercice en cours utilisés	620 622 $	588 128 $

4. Créances et avances

Le tableau suivant donne le détail des créances et avances :

(en milliers de dollars)	2007	2006
Créances des autres ministères et organismes fédéraux	11 882 $	2 744 $
Créances de tiers	6 540	6 274
Avances aux employés	188	193
	18 610	9 211
Moins :		
Provision pour créances douteuses sur les créances de tiers	(450)	(495)
Total	18 160 $	8 716 $

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

3. Crédits parlementaires

L'Agence reçoit la plus grande partie de son financement au moyen de crédits parlementaires annuels. Les éléments comptabilisés dans l'état des résultats et l'état de la situation financière d'un exercice peuvent être financés au moyen de crédits parlementaires qui ont été autorisés dans des exercices précédents, pendant l'exercice en cours ou qui le seront dans des exercices futurs. En conséquence, les résultats de fonctionnement nets de l'Agence diffèrent selon qu'ils sont présentés selon le financement octroyé par le gouvernement ou selon la méthode de la comptabilité d'exercice. Les différences sont rapprochées dans les tableaux suivants :

a) Rapprochement entre le coût de fonctionnement net et les crédits parlementaires de l'exercice en cours utilisés :

(en milliers de dollars)	2007	2006
Coût de fonctionnement net	681 892 $	614 484 $
Ajustement pour les éléments ayant une incidence sur le coût de fonctionnement net, mais qui n'ont pas d'incidence sur les crédits :		
Ajouter (déduire) :		
Services fournis gratuitement par d'autres ministères	(56 039)	(63 354)
Amortissement des immobilisations corporelles	(22 301)	(21 049)
Revenus non disponibles pour dépenser	412	462
Variation nette dans les besoins futurs de financement	(14 524)	24 178
Actifs (excluant immobilisations corporelles) financés par d'autres ministères	(219)	-
Gain (perte) sur l'aliénation d'immobilisations corporelles	(29)	43
	(92 700)	(59 720)
Ajustement pour les éléments sans incidence sur le coût de fonctionnement net, mais ayant une incidence sur les crédits :		
Ajouter (déduire) :		
Acquisition d'immobilisations corporelles	31 925	33 689
Produit provenant de l'aliénation d'immobilisations	(495)	(325)
	31 430	33 364
Crédits de l'exercice en cours utilisés	620 622 $	588 128 $

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

l) Incertitude relative à la mesure

La préparation de ces états financiers selon les conventions comptables du Conseil du Trésor et les instructions de fin d'exercice du Bureau du contrôleur général, lesquelles sont conformes aux principes comptables généralement reconnus du Canada pour le secteur public, exige de la direction qu'elle fasse des estimations et pose des hypothèses qui influent sur les montants déclarés des actifs, des passifs, des revenus et des charges présentés dans les états financiers. Au moment de la préparation des présents états financiers, la direction considère que les estimations et les hypothèses sont raisonnables. Les principaux éléments pour lesquels des estimations sont faites sont le passif éventuel (inclus les passifs environnementaux, les réclamations et les litiges), le passif pour les indemnités de départ et la durée de vie utile des immobilisations corporelles. Les résultats réels pourraient différer des estimations de manière significative. Les estimations de la direction sont examinées périodiquement et, à mesure que les ajustements deviennent nécessaires, ils sont constatés dans les états financiers de l'exercice où ils sont connus.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

à titre de services fournis gratuitement par d'autres ministères. L'Agence ne comptabilise aucune somme dans ses états financiers pour le passif actuariel de ces programmes ni pour l'augmentation annuelle de ce passif.

g) Créances et avances

Les créances et les avances sont comptabilisées en fonction des montants que l'on prévoit réaliser. Une provision est établie pour les créances dont le recouvrement est incertain.

h) Passif éventuel

Le passif éventuel représente des obligations possibles qui peuvent devenir des obligations réelles selon que certains événements futurs se produisent ou non. Dans la mesure où l'événement futur risque de se produire ou non, et si l'on peut établir une estimation raisonnable de la perte, on comptabilise un passif estimatif et une charge. Si la probabilité ne peut être déterminée ou s'il est impossible de faire une estimation raisonnable du montant, l'éventualité est présentée dans les notes afférentes aux états financiers.

i) Passifs environnementaux

Les passifs environnementaux reflètent les coûts estimatifs liés à la gestion et à la remise en état des sites contaminés. À partir des meilleures estimations de la direction, on comptabilise un passif et une charge lorsque la contamination se produit ou lorsque l'Agence est mise au courant de la contamination et est obligée ou probablement obligée d'assumer ces coûts. S'il n'est pas possible de déterminer la probabilité de l'obligation de l'Agence d'assumer ces coûts ou s'il est impossible de faire une estimation raisonnable du montant, les coûts sont présentés à titre de passif éventuel dans les notes afférentes aux états financiers.

j) Stocks

Les stocks se composent de matériel de laboratoire, de fournitures diverses et de bétail conservés pour l'exécution de programmes à une date ultérieure et ne sont pas destinés à la revente. Ils sont évalués au coût. S'ils n'ont plus de potentiel de service, ils sont évalués au moindre du coût ou de la valeur de réalisation nette.

k) Immobilisations corporelles

Toutes les immobilisations corporelles et les améliorations locatives dont le coût initial est d'au moins 10 000 $ (3 000 $ pour le matériel informatique et logiciels) sont comptabilisées à leur coût d'achat. Les immobilisations corporelles sont amorties selon la méthode linéaire sur la durée de vie utile estimative de l'immobilisation, comme suit :

Catégorie d'immobilisations	Période d'amortissement
Immeubles	20-30 ans
Machinerie et matériel	5-20 ans
Matériel informatique et logiciels	3-10 ans
Véhicules	7-10 ans
Améliorations locatives	Le moindre du reste de la durée du bail ou de la vie utile de l'amélioration
Actifs en construction	Une fois qu'ils sont en service, selon la catégorie d'immobilisations

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

Les fonds reçus de tiers à des fins déterminées sont comptabilisés à titre de revenus reportés au moment de leur réception et sont constatés comme revenus de l'exercice au cours duquel les charges connexes sont engagées.

e) Charges

Les charges sont comptabilisées selon la méthode de la comptabilité d'exercice :

- Les subventions sont comptabilisées dans l'exercice au cours duquel les critères de paiement sont satisfaits. En ce qui concerne les subventions ne faisant pas partie d'un programme existant, la charge est constatée lorsque le gouvernement annonce la décision de verser un transfert ponctuel, dans la mesure où le Parlement a approuvé la loi habilitante ou l'autorisation des paiements avant que les états financiers ne soient achevés.
- Les contributions sont comptabilisées dans l'exercice au cours duquel le bénéficiaire a satisfait aux critères d'admissibilité ou a rempli les conditions de l'accord de transfert.
- Les indemnités de vacances et de congés compensatoires sont passées en charge au fur et à mesure que les employés en acquièrent le droit en vertu de leurs conditions d'emploi respectives.
- Les services fournis gratuitement par d'autres ministères pour les locaux, les cotisations de l'employeur aux régimes de soins de santé et de soins dentaires et les services juridiques sont comptabilisés à titre de charges de fonctionnement à leur coût estimatif.

f) Avantages sociaux futurs

(i) Prestations de retraite :

Les employés admissibles participent au Régime de retraite de la fonction publique qu'administre le gouvernement du Canada. Les employés et l'Agence cotisent tous deux au coût du Régime. Les cotisations versées par l'Agence sont passées en charge de l'exercice au cours duquel elles sont engagées et représentent la totalité de son obligation. En vertu des dispositions législatives actuelles, l'Agence n'est pas tenue de verser des cotisations pour combler le déficit actuariel du Régime de retraite de la fonction publique.

(ii) Indemnités de départ :

Les employés éligibles sont en droit de toucher une indemnité de départ, tel que prévu dans leur contrat de travail et conditions d'emploi. Le coût de ces avantages est passé en charge au fur et à mesure que les employés accomplissent les services nécessaires à leur obtention. Ces coûts sont calculés selon les données provenant des résultats de l'évaluation actuarielle de l'obligation en matière d'indemnités de départ du gouvernement dans son ensemble.

(iii) Autres régimes d'avantages sociaux futurs :

Le gouvernement fédéral parraine une variété d'autres régimes d'avantages sociaux futurs pour lesquels les employés et anciens employés peuvent bénéficier pendant ou après leur emploi ou encore suite à leur retraite. Le Régime de soins de santé de la fonction publique et le Régime de services dentaires pour les pensionnés sont les deux principaux régimes disponibles aux employés de l'Agence.

L'Agence ne finance pas ces régimes puisqu'ils sont sous la responsabilité financière du gouvernement fédéral, mais elle comptabilise néanmoins sa quote-part des indemnités versées

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

Le ministre de la Santé conserve la responsabilité d'établir les politiques et normes qui touchent la salubrité et la valeur nutritive des aliments vendus au Canada. Il est en outre responsable d'évaluer l'efficacité des activités de l'Agence à l'égard de la salubrité des aliments.

Les dépenses de fonctionnement et en capital sont financées par le gouvernement du Canada au moyen d'autorisations budgétaires annuelles. Les paiements d'indemnités en vertu de la *Loi sur la santé des animaux* et la *Loi sur la protection des végétaux* et les avantages sociaux sont autorisés au moyen d'autorisations législatives distinctes. Les revenus que génère la conduite des activités de l'Agence sont déposés dans le Trésor et l'Agence peut les utiliser.

2. Principales conventions comptables

Les états financiers sont préparés selon les conventions comptables du Conseil du Trésor et les instructions de fin d'exercice du Bureau du contrôleur général, lesquelles sont conformes aux principes comptables généralement reconnus du Canada pour le secteur public, comme l'exige l'article 31 de la *Loi sur l'Agence canadienne d'inspection des aliments*.

Les principales conventions comptables sont les suivantes :

a) Crédits parlementaires

L'Agence est principalement financée par le gouvernement du Canada au moyen de crédits parlementaires. Les crédits consentis à l'Agence ne correspondent pas à la présentation des rapports financiers en conformité avec les principes comptables généralement reconnus étant donné que les crédits sont fondés, dans une large mesure, sur les besoins de trésorerie. Par conséquent, les postes comptabilisés dans l'état des résultats et dans l'état de la situation financière ne sont pas nécessairement les mêmes que ceux qui sont prévus par les crédits parlementaires. La note 3 présente un rapprochement général entre les deux méthodes de présentation de rapports financiers.

b) Encaisse nette fournie par le gouvernement du Canada

L'Agence fonctionne au moyen du Trésor, qui est administré par le receveur général du Canada. La totalité de l'encaisse reçue par l'Agence est déposée au Trésor, et tous les décaissements faits par l'Agence sont prélevés sur le Trésor. L'encaisse nette fournie par le gouvernement est la différence entre toutes les rentrées de fonds et toutes les sorties de fonds, y compris les opérations entre les ministères au sein du gouvernement fédéral.

c) Somme à recevoir du Trésor

La somme à recevoir du Trésor représente le montant en espèces que l'Agence est autorisée à retirer à même le Trésor sans crédit parlementaire supplémentaire afin d'acquitter ses obligations. Ces montants ont été imputés aux crédits parlementaires de l'exercice en cours ou des exercices antérieurs mais seront payés dans le futur.

d) Revenus

Les revenus générés par les frais exigés, les permis et les certificats sont comptabilisés dans les comptes de l'Agence dans l'exercice au cours duquel les services sont rendus.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Notes afférentes aux états financiers

Exercice terminé le 31 mars 2007

1. Pouvoirs et objectifs

L'Agence canadienne d'inspection des aliments (« l'Agence ») a été créée le 1er avril 1997 en vertu de la *Loi sur l'Agence canadienne d'inspection des aliments*. La *Loi* regroupe sous une seule agence tous les services fédéraux d'inspection des aliments et du poisson et d'autres activités fédérales en matière de santé des animaux et de protection des végétaux.

L'Agence est un établissement public mentionné à l'annexe II de la *Loi sur la gestion des finances publiques;* elle rend des comptes au Parlement par l'intermédiaire du ministre de l'Agriculture et de l'Agroalimentaire.

Le mandat de l'Agence consiste à améliorer l'efficacité et l'efficience du système d'inspection fédéral et des services connexes aux aliments ainsi que la santé des animaux et la protection des végétaux. Les objectifs de l'Agence sont de contribuer à un approvisionnement sécuritaire en aliments et à une information exacte sur les produits, de contribuer au maintien de la santé des animaux et de la protection des végétaux et de faciliter le commerce des aliments, des animaux et des végétaux ainsi que de leurs produits.

Afin de réaliser son mandat, l'Agence effectue les activités de programmes suivantes:

a) Salubrité des aliments et santé publique : S'assurer que la nourriture est saine, que les consommateurs disposent de suffisamment d'information pour être en mesure de choisir des aliments sains et que l'on évite la transmission de maladies animales aux humains.

b) Science et réglementation: Établir un régime de réglementation équitable et efficace applicable aux aliments, aux animaux et aux végétaux. Préserver l'intégrité de la politique de réglementation et des activités d'inspection et de certification de l' Agence.

c) Protection des ressources animales et végétales : Protéger le bétail, les cultures et les forêts du Canada contre les maladies et les ravageurs réglementés, entre autres les espèces envahissantes; et réglementer les produits agricoles, entre autres les produits issus de la biotechnologie.

d) Sécurité publique : Contribuer à la sécurité publique et à la sécurité agroalimentaire.

L'Agence est chargée d'assurer et de contrôler l'application des lois suivantes : *Loi sur les sanctions administratives pécuniaires en matière d'agriculture et d'agroalimentaire, Loi sur les produits agricoles au Canada, Loi sur l'Agence canadienne d'inspection des aliments, Loi relative aux aliments du bétail, Loi sur les engrais, Loi sur l'inspection du poisson, Loi sur la santé des animaux, Loi sur l'inspection des viandes, Loi sur la protection des obtentions végétales, Loi sur la protection des végétaux* et *Loi sur les semences.*

De plus, l'Agence est responsable de l'application de la *Loi sur l'emballage et l'étiquetage des produits de consommation* et de la *Loi sur les aliments et drogues* en ce qui a trait aux aliments, à l'exception des dispositions qui portent sur la santé du public, la sécurité ou la nutrition.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

État des flux de trésorerie

Exercice terminé le 31 mars
(en milliers de dollars)

	2007	2006
Activités de fonctionnement :		
Encaisse provenant de :		
Frais, permis et certificats	(58 253) $	(60 710) $
Encaisse versée pour :		
Salaires et avantages sociaux	464 359	422 917
Fonctionnement et entretien	170 811	152 968
Paiements de transfert	4 582	12 123
Encaisse utilisée par les activités de fonctionnement	581 499	527 298
Activités d'investissement en immobilisations :		
Acquisition d'immobilisations corporelles	31 925	33 689
Produit provenant de l'aliénation d'immobilisations	(495)	(325)
Encaisse utilisée par les activités d'investissement en immobilisations	31 430	33 364
Encaisse nette fournie par le gouvernement du Canada	612 929 $	560 662 $

Les notes complémentaires font partie intégrante de ces états financiers.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

État de l'avoir du Canada

Exercice terminé le 31 mars
(en milliers de dollars)

	2007	2006
Avoir du Canada, solde d'ouverture	96 203 $	59 667 $
Coût de fonctionnement net	(681 892)	(614 484)
Encaisse nette fournie par le gouvernement du Canada	612 929	560 662
Variation de la somme à recevoir du Trésor	7 281	27 004
Services fournis gratuitement par d'autres ministères (note 10)	56 039	63 354
Actifs financés par d'autres ministères	535	-
Avoir du Canada, solde de clôture	91 095 $	96 203 $

Les notes complémentaires font partie intégrante de ces états financiers.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

État des résultats

Exercice terminé le 31 mars
(en milliers de dollars)

	2007					2006
	Salubrité des aliments et santé publique	Science et réglementation	Protection des ressources animales et végétales	Sécurité publique	Total	Total
Revenus						
Frais d'inspection	28 032 $	8 854 $	3 604 $	- $	40 490 $	41 582
Enregistrements, permis, certificats	2 306	6 940	1 329	-	10 575	9 982
Droits et services divers	636	2 160	1 124	-	3 920	4 305
Droits de permis d'établissement	1 786	152	-	-	1 938	2 062
Classement	219	4	-	-	223	247
Sanctions administratives pécuniaires	214	116	41	-	371	430
Intérêts	28	16	5	-	49	38
Total des revenus	33 221	18 242	6 103	-	57 566	58 646
Charges de fonctionnement						
Salaires et avantages sociaux	305 168	62 815	119 372	15 600	502 955	480 919
Services professionnels et spéciaux	44 489	16 171	18 646	3 341	82 647	55 684
Déplacements et réinstallations	16 328	3 083	9 899	859	30 169	25 860
Amortissement	13 164	2 906	5 480	751	22 301	21 049
Locaux	14 623	3 210	6 129	831	24 793	22 778
Services publics, matériaux et fournitures	12 593	2 099	8 104	941	23 737	19 303
Mobilier et matériel	9 363	1 880	4 869	1 379	17 491	15 320
Communication	6 566	1 395	2 873	438	11 272	8 947
Réparations	7 030	1 252	2 919	455	11 656	8 649
Location de matériel	1 011	222	1 049	60	2 342	1 983
Information	2 498	649	1 395	150	4 692	1 746
Perte (gain) sur l'aliénation d'immobilisations	18	4	7	-	29	(43)
Divers	234	174	245	35	688	1 439
Total des charges de fonctionnement	433 085	95 860	180 987	24 840	734 772	663 634
Paiements de transfert						
Paiements d'indemnités (note 7)	-	-	3 754	-	3 754	9 478
Autres	456	-	476	-	932	18
Total des paiements de transfert	456	-	4 230	-	4 686	9 496
Total des charges	433 541	95 860	185 217	24 840	739 458	673 130
Coût de fonctionnement net	400 320 $	77 618 $	179 114 $	24 840 $	681 892 $	614 484

Les notes complémentaires font partie intégrante de ces états financiers.

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

État de la situation financière

31 mars
(en milliers de dollars)

	2007	2006
Actif		
Actifs financiers :		
Somme à recevoir du Trésor	76 644 $	69 362 $
Créances et avances (note 4)	18 160	8 716
	94 804	78 078
Actifs non financiers :		
Stocks	1 088	1 139
Immobilisations corporelles (note 5)	202 265	192 849
	203 353	193 988
	298 157 $	272 066 $
Passif		
Créditeurs et charges à payer	94 195 $	73 387 $
Indemnités de vacances	26 919	25 240
Revenus reportés	2 384	1 789
Indemnités de départ (note 6)	83 564	75 447
	207 062	175 863
Avoir du Canada	91 095	96 203
	298 157 $	272 066 $

Passif éventuel (note 8)
Obligations contractuelles (note 9)

Les notes complémentaires font partie intégrante de ces états financiers.

Approuvé par :

La présidente,

Carole Swan

Le vice-président, Finances, administration et technologie de l'information,

Gordon R. White

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Déclaration de responsabilité de la direction

La responsabilité de l'intégrité et de l'objectivité des états financiers ci-joints pour l'exercice terminé le 31 mars 2007 et toute l'information figurant dans ces états incombe à la direction de l'Agence. Ces états financiers ont été préparés par la direction selon les conventions comptables du Conseil du Trésor et les instructions de fin d'exercice du Bureau du contrôleur général, lesquelles sont conformes aux principes comptables généralement reconnus du Canada pour le secteur public, comme l'exige l'article 31 de la *Loi sur l'Agence canadienne d'inspection des aliments*.

La direction est responsable de l'intégrité et de l'objectivité de l'information présentée dans les états financiers. Certaines informations présentées dans les états financiers sont fondées sur les meilleures estimations et le jugement de la direction et tiennent compte de l'importance relative. Pour s'acquitter de ses obligations au chapitre de la comptabilité et de la présentation des rapports, la direction tient des comptes qui permettent l'enregistrement centralisé des opérations financières de l'Agence. L'information financière soumise pour la préparation des *Comptes publics du Canada* et incluse dans le *Rapport ministériel sur le rendement* de l'Agence concorde avec les états financiers ci-joints.

La direction possède un système de gestion financière et de contrôle interne conçu pour fournir une assurance raisonnable que l'information financière est fiable, que les actifs sont protégés et que les opérations sont conformes à la *Loi sur la gestion des finances publiques*, qu'elles sont exécutées en conformité avec les règlements, qu'elles respectent les autorisations du Parlement et qu'elles sont comptabilisées de manière à rendre compte de l'utilisation des fonds du gouvernement. La direction veille également à l'objectivité et à l'intégrité des données de ses états financiers par la sélection appropriée, la formation et le perfectionnement d'employés qualifiés, par une organisation assurant une séparation appropriée des responsabilités et par des programmes de communication visant à assurer la compréhension des règlements, des politiques, des normes et des responsabilités de gestion dans toute l'Agence.

Le Sous-comité exécutif de la vérification et gestion du risque (SCVGR) est le comité de vérification interne et d'évaluation de l'Agence. Le SCVGR est responsable d'examiner les rapports et les recommandations des vérificateurs, d'approuver les réponses de l'Agence et les plans de gestion élaborés pour faire suite à ces recommandations et de faire le suivi des progrès.

Les états financiers de l'Agence ont fait l'objet d'une vérification par la vérificatrice générale du Canada, le vérificateur indépendant du gouvernement du Canada.

La présidente,

Carole Swan

Ottawa, Canada
Le 31 juillet 2007

Le vice-président, Finances, administration et technologie de l'information,

Gordon R. White

États financiers

AGENCE CANADIENNE D'INSPECTION DES ALIMENTS

Exercice terminé le 31 mars 2007

3.5.2 États financiers vérifiés

Auditor General of Canada
Vérificatrice générale du Canada

RAPPORT DU VÉRIFICATEUR

Au président de l'Agence canadienne d'inspection des aliments et au ministre de l'Agriculture et de l'Agroalimentaire

J'ai vérifié l'état de la situation financière de l'Agence canadienne d'inspection des aliments au 31 mars 2007 et les états des résultats, de l'avoir du Canada et des flux de trésorerie de l'exercice terminé à cette date. La responsabilité de ces états financiers incombe à la direction de l'Agence. Ma responsabilité consiste à exprimer une opinion sur ces états financiers en me fondant sur ma vérification.

Ma vérification a été effectuée conformément aux normes de vérification généralement reconnues du Canada. Ces normes exigent que la vérification soit planifiée et exécutée de manière à fournir l'assurance raisonnable que les états financiers sont exempts d'inexactitudes importantes. La vérification comprend le contrôle par sondages des éléments probants à l'appui des montants et des autres éléments d'information fournis dans les états financiers. Elle comprend également l'évaluation des principes comptables suivis et des estimations importantes faites par la direction, ainsi qu'une appréciation de la présentation d'ensemble des états financiers.

À mon avis, ces états financiers donnent, à tous les égards importants, une image fidèle de la situation financière de l'Agence au 31 mars 2007 ainsi que des résultats de son exploitation et de ses flux de trésorerie pour l'exercice terminé à cette date selon les principes comptables généralement reconnus du Canada.

La vérificatrice générale du Canada,

Sheila Fraser

Sheila Fraser, FCA

Ottawa, Canada
Le 31 juillet, 2007

Tableau 12 – Évaluations et vérifications internes

Nom de l'évaluation ou de la vérification interne	Genre d'évaluation ou de vérification	Date d'achèvement réelle	Lien électronique au rapport
Vérification			
Vérification du Programme des vétérinaires accrédités	Conformité	Avril 2006	www.inspection.gc.ca/english/agen/eval/evalf.shtml
Examen détaillé des contrôles concernant les cartes d'achat	Conformité	13 février 2007	www.inspection.gc.ca/english/agen/eval/evalf.shtml
Rapports de suivi Vérifications précédentes	Suivi		www.inspection.gc.ca/english/agen/eval/evalf.shtml
a) Examen de l'uniformité de la prestation des services		a) 25 mai 2006	
b) Influenza aviaire – Suivi sur les leçons apprises		b) 24 novembre 2006	
c) Système de gestion de l'environnement		c) 15 juin 2006	
d) Protection des biens meubles		d,e,f,g) 13 février 2007	
e) Approvisionnement et contrats			
f) Accueil et voyages			
g) Gestion des salaires – paie, heures supplémentaires et congés			
Évaluation			www.inspection.gc.ca/english/agen/eval/evalf.shtml
Évaluation du Programme laitier	Formative	24 novembre 2006	www.inspection.gc.ca/english/agen/eval/dailaif.shtml
Évaluation du Programme des vétérinaires accrédités	Formative	13 septembre 2006	www.inspection.gc.ca/english/agen/eval/evalf.shtml
Évaluation du Système canadien de réglementation de la biotechnologie (interministériel)	Sommative	12 décembre 2006	www.inspection.gc.ca/english/agen/eval/evalf.shtml

Tableau 13 – Politiques concernant les voyages

L'Agence canadienne d'inspection des aliments observe et utilise les paramètres des politiques de Sécretariat du Conseil du Trésor concernant les voyages.

Tableau 11 – Initiatives horizontales *(suite)*

Initiative	Profil	Partenaires
Système de réglementation fédérale en matière de biotechnologie (SRFB)	Le Système de réglementation fédérale en matière de biotechnologie vise à élaborer un mécanisme de réglementation efficient, crédible et respecté de tous qui préserve la santé de tous les Canadiens ainsi que l'environnement, et permet de fabriquer des produits sains et efficaces. En 2006-2007, l'ACIA a mis à jour un plan d'action pour résoudre les principales questions horizontales et verticales, comme l'agriculture moléculaire végétale, la présence adventice, la biotechnologie animale et les microbes. On trouvera un complément d'information sur cette initiative à la section 3.1 du présent rapport.	**Responsable (en rotation)** **Santé Canada** Environnement Canada Industrie Canada Pêches et Océans Canada Ressources naturelles Canada

* Types de partenaires : autres ministères ou organismes fédéraux, autres gouvernements nationaux, administrations provinciales et territoriales, administrations municipales, organismes non gouvernementaux, organismes du secteur privé, Premières nations et autres organismes.

** Les résultats communs sont les résultats que les ministères partenaires ont l'intention d'obtenir dans le cadre de leurs efforts conjoints.

Tableau 11 – Initiatives horizontales

Conformément aux directives du Secrétariat du Conseil du Trésor, une initiative horizontale est une initiative dans laquelle les partenaires*, qui proviennent de deux organismes ou plus, ont convenu en vertu d'un accord officiel de financement (par exemple, mémoire au Cabinet, présentation au Conseil du Trésor, entente fédérale-provinciale) de travailler ensemble à la réalisation d'objectifs communs**. Le tableau suivant expose les initiatives horizontales de l'ACIA pour 2006-2007.

Pour obtenir des renseignements supplémentaires sur les initiatives horizontales, consulter le site Internet : www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_f.asp

Initiative	Profil	Partenaires
Sécurité publique et antiterrorisme (SPAT)	Dans le budget de 2001, le gouvernement a alloué 7,7 milliards de dollars d'argent frais à dépenser sur les cinq prochaines années pour l'Initiative SPAT en vue d'augmenter la sécurité des Canadiens. L'ACIA reçoit environ 30 millions de dollars par année et contribue à cette initiative comme suit : • elle procède à toutes les inspections d'aliment et prend toutes les mesures concernant la santé des animaux et la protection des végétaux; • elle intervient en cas d'incidents biologiques dus à l'apparition de ravageurs et de maladies des plantes et des animaux. En 2006-2007, l'ACIA a continué à accroître la capacité de ses laboratoires à faire face aux menaces délibérées pesant sur l'approvisionnement alimentaire et les ressources végétales et animales. Au nombre des améliorations, mentionnons le resserrement des mesures et procédures de biosécurité, un accroissement de la capacité de ses laboratoires et le renforcement de l'infrastructure des laboratoires. On trouvera un complément d'information sur cette initiative à la section 2.3.4b du présent rapport.	**Responsable : Sécurité publique Canada** Provinces et territoires Agence des services frontaliers du Canada
Initiative de recherche et de technologie (IRTC) Chimique, biologique, radiologique et nucléaire (CBRN)	Les événements du 11 septembre 2001 ont mis la lutte antiterroriste et la sécurité nationale au premier plan des préoccupations nationales. L'IRTC représente la réponse de la communauté scientifique fédérale à ces problèmes et l'engagement qu'elle a pris d'y trouver des solutions scientifiques. Grâce à la création, dans toute l'administration fédérale, de réseaux de laboratoires collaborant avec l'industrie, les universités et le personnel de première intervention, l'ACIA va fournir les nouvelles connaissances, technologies et données de recherche nécessaires pour réagir en cas d'attaque CBRN et nous tenir prêts. Parmi les réalisations de 2006-2007, mentionnons l'élaboration continue de tests diagnostiques rapides et très sensibles destinés à être utilisés en cas d'intervention d'urgence par suite de l'apparition de virus animaux très menaçants, notamment l'influenza aviaire, qui pourraient faire leur apparition au pays et être transmis au bétail, aux animaux sauvages et, dans certains cas, aux humains. On trouvera un complément d'information sur cette initiative à la section 3.3, recherche en réglementation, du présent rapport.	**Responsable : ministère de la Défense nationale** Agriculture et Agroalimentaire Canada Agence des services frontaliers du Canada Service canadien du renseignement de sécurité Ministère de la Défense nationale – Renseignement RDDC – Ottawa RDDC – Suffield Environnement Canada Santé Canada Ressources naturelles Canada Gendarmerie royale du Canada Transports Canada Sécurité publique Canada

Tableau 9 – Renseignements sur les dépenses de projets (en millions de dollars)

Les projets suivants ont outrepassé le niveau d'approbation de leur projet délégué :

- Complexe de l'AC, portefeuille de l'Agriculture (Ont.)
- Réaménagement de mi-durée – Saskatoon (Sask.)
- Réaménagement de mi-durée – Laboratoire d'Ottawa (Fallowfield) (Ont.)
- Renforcement de la structure de l'édifice – Lethbridge (Alb.)
- Construction, aile des animaux de niveau 3 – Laboratoire d'Ottawa (Fallowfield) (Ont.)

Pour obtenir des renseignements additionnels sur les projets mentionnés ci-haut, vous pouvez visiter le site Internet suivant : www.tbs-sct.gc.ca/dpr-rmr/0607/info/ps-dp_f.asp

Tableau 10 – Renseignements sur les programmes de paiements de transfert (en milliers de dollars)

Paiements compensatoires statutaires – Pour obtenir des renseignements additionnels sur les programmes de paiements de transfert de l'ACIA, vous pouvez visiter le site Internet suivant : www.tbs-sct.gc.ca/dpr-rmr/0607/info/ps-dp_f.asp

Tableau 8 – Plan de réglementation de l'Agence

Réglementation	Résultats escomptés	Critères de mesure du rendement	Résultats atteints
Règlement sur les produits biologiques Le *Règlement sur les produits biologiques* établit un système au moyen duquel l'ACIA, en sa qualité d'autorité compétente, réglemente l'utilisation de l'estampille des produits agricoles biologiques « Biologique Canada ». Agriculture et Agroalimentaire Canada, le partenaire de l'ACIA, élabore des normes sur la production biologique qui servent de fondement à la réglementation sur la production de produits biologiques. En outre, il joue un rôle important dans la négociation des normes équivalentes en matière de production biologique avec la Commission européenne. Afin de lui donner une plus grande crédibilité et pour servir de base à l'évaluation, ce règlement prend appui sur le système déjà en place des organismes nationaux d'accréditation et de certification. Le règlement adopté vient régir l'utilisation du nouveau logo « Biologique Canada », y compris les exigences relatives à la certification, pour les produits agricoles biologiques. Le cadre réglementaire comporte une norme obligatoire en matière de production biologique, un régime de certification et d'inspection ainsi que des exigences relatives à l'importation. Les normes *Systèmes de production biologique – Principes généraux et normes de gestion* et *Systèmes de production biologique – Liste des substances permises*, élaborées par l'Office des normes générales du Canada, sont à la base du régime.	Acceptation des exigences relatives à la certification des produits biologique par l'Union européenne (UE). Règles claires sur la production et l'étiquetage des produits biologiques.	Acceptation constante des exportations de produits biologiques canadiens sur le marché de l'UE. Réduction du nombre de plaintes portant sur des produits biologiques.	Comme il s'agit d'un nouveau programme, il est trop tôt pour en évaluer les résultats. De plus, la plupart des exigences ne seront pas en vigueur avant décembre 2008.
Encéphalopathie spongiforme bovine (ESB) – Importation d'animaux vivants Cette modification a pour but de faire concorder les exigences d'importation relatives à la prévention de l'ESB applicable aux animaux provenant des États-Unis avec les exigences des autres pays et, de ce fait, éliminer la nécessité d'un règlement interdisant l'importation de bovins. Pour ce faire, l'ACIA compte sur l'exigence en place liée au permis concernant les bovins importés des États Unis. Les conditions indiquées sur le permis tiennent dorénavant compte des critères établis dans la politique d'importation relative à l'ESB pour les bovins.	Union européenne (UE). L'utilisation de permis d'importation permet à l'ACIA de réagir aux tendances globales de la maladie et aux demandes croissantes de régionalisation et de cloisonnement, selon les lignes l'Organisation mondiale de la santé animale (OMSA, anciennement l'OIE).	En vertu de ces conditions, il est possible d'importer des animaux vivants des États-Unis, tout en réduisant le risque d'ESB.	Comme il s'agit d'un nouveau programme, il est trop tôt pour en évaluer les résultats. Reprise des importations d'animaux vivants provenant des États-Unis.

Tableau 7-B – Politique sur les normes de service pour les frais d'utilisation *(suite)*

Frais d'utilisation	Norme de service	Résultat lié au rendement	Consultation des intervenants
Demande d'enregistrement d'aliments du bétail et d'approbation d'ingrédients	*i) Rapidité d'exécution* Pour 90 p. 100 des demandes reçues ou plus :		
	a) La Section des aliments du bétail fait un premier tri des demandes dans les 10 jours suivant leur réception;	Atteint	
	b) Pour les produits exigeant l'examen des données sur leur efficacité, elle effectue un examen préliminaire dans les 10 jours suivant le premier tri, et elle communique les résultats de l'examen au demandeur;	Atteint	
	c) La Section examine l'efficacité du produit, son innocuité pour le bétail, les humains et l'environnement, puis répond au demandeur dans les **90 jours** qui suivent;	Atteint	
	d) Le laboratoire fait une révision sommaire de la méthode proposée d'analyse dans les 4 semaines suivant sa réception. Si des essais en laboratoire sont nécessaires, ils auront lieu dans les 12 semaines suivant la réception d'une méthode convenable et d'échantillons selon la disponibilité de l'équipement spécialisé.	Atteint	
	ii) Qualité		
	a) Le *Règlement sur les aliments du bétail* est constamment interprété et appliqué dans les décisions concernant les enregistrements et les approbations;	Atteint	
	b) L'information est ouvertement échangée entre les clients et les spécialistes d'évaluation;	Atteint	
	c) Les méthodes d'analyse sont évaluées quant à leur spécificité, à leur sélectivité, à leur fiabilité et à leur exactitude, au moyen de procédures de validation normalisées à l'échelle internationale.	Atteint	

Tableau 7-B – Politique sur les normes de service pour les frais d'utilisation *(suite)*

Frais d'utilisation	Norme de service	Résultat lié au rendement	Consultation des intervenants
Fabricants d'autres pays			
Examen de la demande initiale et préparation d'une réponse	Délai de réponse maximal : 6 mois	Délai de réponse moyen : 4 mois	
Examen des données additionnelles et préparation d'une réponse	Délai de réponse maximal : 6 semaines	Délai de réponse moyen : 4 semaines	
Essais en laboratoire			
Chaque lignée cellulaire mère	Délai de réponse maximal : 4 mois	Délai de réponse moyen : 3 mois	
Chaque culture de la souche mère	Délai de réponse maximal : 4 mois	Délai de réponse moyen : 3 mois	
Chaque série mise à l'essai préalablement à l'homologation, jusqu'à un maximum de trois	Délai de réponse maximal : 4 mois	Délai de réponse moyen : 3 mois	
Inspection/vérification des établissements			
Fabricants canadiens	Annuelle	Annuelle	
Importateurs canadiens	Aux 3 ans (minimum)	Aux 3 ans	
Fabricants américains	Aux 3 ans (minimum)	Aux 3 ans	
Autres fabricants non canadiens	Aux 4 ans (minimum)	Aux 4 ans	
Délivrance de permis, de licences et de certificats d'exportation	Délai de réponse maximal : 2 semaines	Délai de réponse moyen : 2 semaines	
Mise en circulation sérielle			
Si pas mis à l'essai	Délai de réponse maximal : 5 jours	Délai de réponse moyen : 35 jours	
Si mis à l'essai	Délai de réponse maximal : 45 jours	Délai de réponse moyen : 2 semaines	
Examen de l'étiquette et approbation	Délai de réponse maximal : 4 semaines	Délai de réponse moyen : 2 semaines	
Examen de la publicité et approbation	Délai de réponse maximal : 4 semaines	Délai de réponse moyen : 2 semaines	
Examen du protocole des études sur l'efficacité ou la sécurité	Délai de réponse maximal : 45 jours	Délai de réponse moyen : 30 jours	
Révision du profil de production	Délai de réponse maximal : 4 semaines	Délai de réponse moyen : 2 semaines	
Effets nocifs possibles	Délai de réponse maximal : 4 semaine	Délai de réponse moyen : 2 semaines	

Tableau 7-B – Politique sur les normes de service pour les frais d'utilisation

Frais d'utilisation	Norme de service	Résultat lié au rendement	Consultation des intervenants
Frais facturés au titre du traitement des demandes d'accès présentées aux termes de la *Loi sur l'accès à l'information* (LAI).	Réponse fournie dans les 30 jours suivant la réception de la demande; possibilité de proroger le délai conformément à l'article 9 de la LAI. Envoi de l'avis de prorogation dans les 30 jours suivant la réception de la demande.		Cette norme de service est établie par la LAI et le *Règlement sur l'accès à l'information*. Le ministère de la Justice et le Secrétariat du Conseil du Trésor ont entrepris des consultations auprès des intervenants au sujet des modifications apportées en 1986 et 1992.
Service d'inspection à destination (fruits et légumes frais) www.inspection.gc.ca/francais/plaveg/fresh/dis/questf.shtml	Les inspecteurs répondent à 80 p. 100 des demandes d'inspection dans les 8 heures et à 100 p. 100 des demandes dans les 24 heures.		
Normes de service pour le Programme relatif aux produits biologiques vétérinaires (Les normes de service se rapportent aux jours civils de la SPBV, sauf indication contraire)			
Examen des dossiers (présentation de nouveaux produits, modification de la formulation du produit ou modification des allégations de l'étiquette)			
Fabricants canadiens			
Examen de la demande initiale et préparation d'une réponse	Délai de réponse maximal : 4 mois	Délai de réponse moyen : 3 mois	
Examen des données additionnelles et préparation d'une réponse	Délai de réponse maximal : 6 semaines	Délai de réponse moyen : 4 semaines	
Fabricants américains			
Examen de la demande initiale et préparation d'une réponse	Délai de réponse maximal : 4 mois	Délai de réponse moyen : 3 mois	
Examen des données additionnelles et préparation d'une réponse	Délai de réponse maximal : 6 semaines	Délai de réponse moyen : 4 semaines	

2006-2007			Années de planification		
Coût total (000 $)[2]	**Norme de rendement**	**Résultats du rendement**	**Exercice financier**	**Prévisions de recettes (000 $)**	**Coût estimatif total (000 $)[3]**
297 851			2007-2008	31 262	280 939
			2008-2009	31 262	273 482
			2009-2010	31 262	269 333
85 982			2007-2008	0	0
			2008-2009	0	0
			2009-2010	0	0
26 015			2007-2008	2 189	15 374
			2008-2009	2 189	15 402
			2009-2010	2 189	15 513
41 849			2007-2008	10 404	53 988
			2008-2009	10 404	51 607
			2009-2010	10 404	51 982
75 731			2007-2008	4 404	47 284
			2008-2009	4 404	48 655
			2009-2010	4 404	48 502
71 764			2007-2008	5 474	60 363
			2008-2009	5 474	60 559
			2009-2010	5 474	59 944
13 397			2007-2008	1 078	12 924
			2008-2009	1 078	12 039
			2009-2010	1 078	12 384
1 226			2007-2008	189	2 041
			2008-2009	189	2 029
			2009-2010	189	2 058
396			2007-2008	0	511
			2008-2009	0	511
			2009-2010	0	511
614 211			**2007-2008**	**55 000**	**473 424**
			2008-2009	**55 000**	**464 284**
			2009-2010	**55 000**	**460 227**

2 Le coût total des activités relatives aux frais d'utilisation englobe toutes les dépenses directes et indirectes. Il comprend également les services fournis à titre gracieux par d'autres ministères de même que les écritures de régularisation en fin d'exercice. Prière de noter que seules les sous-activités auxquelles sont associés des frais d'utilisation sont indiquées.

3 Ces chiffres sont tirés des niveaux de référence établis dans la mise à jour annuelle des niveaux de référence (MJANR), des montants estimatifs des services fournis à titre gracieux par d'autres ministères de même que des écritures de régularisation en fin d'exercice.

Tableau 7-A – *Loi sur les frais d'utilisation*

Frais d'utilisation	Type de frais[1]	Pouvoir d'établir des frais	Dernière mise à jour	2006-2007 Prévisions de recettes (000 $)	2006-2007 Recettes réelles (000 $)
Gérer les risques relatifs à la salubrité des aliments	R	*Loi ACIA*	1998	31 262	32 673
Prévenir la transmission des maladies animales aux humains	R	*Loi ACIA*	1998	0	2
Protéger les consommateurs et le marché contre les pratiques commerciales inéquitables	R	*Loi ACIA*	1998	2 189	4 021
Certifier les exportations	R	*Loi ACIA*	1998	10 404	13 398
Protéger les ressources agricoles et forestières du Canada	R	*Loi ACIA*	1998	4 404	3 472
Protéger le bétail du Canada	R	*Loi ACIA*	1998	5 474	2 095
Évaluer les produits agricoles	R	*Loi ACIA*	1998	1 078	371
Se préparer aux situations d'urgence	R	*Loi ACIA*	1998	189	0
Accès à l'information et protection des renseignements personnels (AIPRP)	A	*Loi sur l'accès à l'information*	1992	0	3
Total				**55 000**	**56 035**

[1] R = Réglementation; A = Autres produits et services.

Tableau 6 – Besoins en ressources par direction générale (en millions de dollars)

	2006-2007				
Agence	**Salubrité des aliments et santé publique**	**Sciences et réglementation**	**Protection de ressources végétales et animales**	**Sécurité publique**	**Total**
Opérations					
Dépenses prévues	219,9	25,3	34,4	19,9	299,5
Dépenses réelles	183,8	26,5	54,1	8,5	272,9
Programmes					
Dépenses prévues	34,3	15,8	23,4	6,2	79,7
Dépenses réelles	42,6	13,0	34,4	0,7	90,7
Sciences					
Dépenses prévues	39,0	38,5	26,2	12,5	116,2
Dépenses réelles	49,7	8,1	29,8	4,8	92,4
Directions générales					
Dépenses prévues	60,3	40,0	22,7	19,2	142,2
Dépenses réelles	103,5	29,5	21,8	9,8	164,6
Total					
Dépenses prévues	353,5	119,6	106,7	57,8	637,6
Dépenses réelles	379,6	77,1	140,1	23,8	620,6

Tableau 5 – Sources des recettes disponibles et des recettes non disponibles (en millions de dollars)

			2006-2007			
	Dépenses réelles 2004-2005	**Dépenses réelles 2005-2006**	**Budget principal des dépenses**	**Recettes prévues**	**Total des autorisations**	**Dépenses réelles**
Recettes disponibles						
Salubrité des aliments et santé publique	26,3	34,5	31,3	31,3	32,7	32,7
Sciences et réglementation	16,3	15,7	12,6	12,6	17,4	17,4
Protection des ressources végétales et animales	8,9	8,2	10,9	10,9	5,9	5,9
Sécurité publique	3,5	0,0	0,2	0,2	0,0	0,0
Total des recettes disponibles	**55,0**	**58,4**	**55,0**	**55,0**	**56,0**	**56,0**
Recettes non disponibles						
Salubrité des aliments et santé publique	0,0	0,5	N/D	1,1	N/D	0,4
Sciences et réglementation	0,0	0,0	N/D	0,0	N/D	0,0
Protection des ressources végétales et animales	0,0	0,0	N/D	0,0	N/D	0,0
Sécurité publique	0,0	0,0	N/D	0,0	N/D	0,0
Total des recettes non disponibles	**0,0**	**0,5**	**N/D**	**1,1**	**N/D**	**0,4**

Tableau 3 – Crédits votés et postes législatifs (en millions de dollars)

Crédits votés ou postes législatifs	Crédits réduits ou libellé législatif	2006-2007 Budget principal des dépenses	Dépenses prévues	Total des autorisations	Total des dépenses réelles
30	Dépenses de fonctionnement et contributions	482,4	537,2	564,8	530,5
35	Dépenses en immobilisations	14,7	19,8	28,1	21,4
(L)	Paiements compensatoires en vertu de la *Loi sur la santé des animaux* et de la *Loi sur la protection des végétaux*	1,5	1,5	3,8	3,8
(L)	Cotisations aux régimes d'avantages sociaux des employés	72,9	79,1	64,6	64,6
(L)	Utilisation du produit de l'aliénation des biens en surplus de la Couronne	0,0	0,0	0,7	0,3
	Total	**571,5**	**637,6**	**662,0**	**620,6**

Tableau 4 – Services reçus à titre gracieux (en millions de dollars)

	Dépenses réelles 2006-2007
Locaux fournis par Travaux publics et Services gouvernementaux Canada	24,0
Contributions de l'employeur aux primes du régime d'assurance des employés et dépenses payées par le Secrétariat du Conseil du Trésor (excluant le fonds renouvelable). Contribution de l'employeur aux régimes d'avantages sociaux assurés des employés et dépenses connexes payées par le SCT	27,4
Indemnisation des victimes d'accident du travail assurée par Ressources humaines et Développement des compétences Canada*	0,0
Bureau du vérificateur général – Coût estimatif de la vérification	0,2
Traitements et dépenses connexes liés aux services juridiques fournis par le ministère de la Justice du Canada	4,4
Total des services reçus à titre gracieux en 2006-2007	56,0

* Comme le montant est inférieur à 50 000 $, il n'apparaît pas dans ce tableau.

Tableau 2 – Ressources par activité de programme (en millions de dollars)

	2006-2007 Budgétaire					
Activité de programme	**Fonctionnement**	**Immobilisations**	**Contributions et autres paiements de transfert**	**Total des dépenses budgétaires brutes**	**Moins : Recettes disponibles**	**Total des dépenses budgétaires nettes**
Salubrité des aliments et santé publique						
Budget principal des dépenses	349,0	1,0	0,1	350,1	31,3	318,8
Dépenses prévues	383,7	1,0	0,1	384,8	31,3	353,5
Total des autorisations	377,2	4,5	0,5	382,2	32,7	349,5
Dépenses réelles	400,6	11,2	0,5	412,3	32,7	379,6
Sciences et réglementation						
Budget principal des dépenses	125,0	7,0	0,0	132,0	12,6	119,4
Dépenses prévues	125,2	7,0	0,0	132,2	12,6	119,6
Total des autorisations	140,3	7,6	0,0	147,9	17,4	130,5
Dépenses réelles	91,0	3,5	0,0	94,5	17,4	77,1
Protection des ressources végétales et animales						
Budget principal des dépenses	114,2	1,7	1,6	117,5	10,9	106,6
Dépenses prévues	114,3	1,7	1,6	117,6	10,9	106,7
Total des autorisations	118,2	4,3	4,2	126,7	5,9	120,8
Dépenses réelles	139,7	2,1	4,2	146,0	5,9	140,1
Sécurité publique						
Budget principal des dépenses	21,9	5,0	0,0	26,9	0,2	26,7
Dépenses prévues	47,9	10,1	0,0	58,0	0,2	57,8
Total des autorisations	49,5	11,7	0,0	61,2	0,0	61,2
Dépenses réelles	19,2	4,6	0,0	23,8	0,0	23,8
Total						
Budget principal des dépenses	610,1	14,7	1,7	626,5	55,0	571,5
Dépenses prévues	671,1	19,8	1,7	692,6	55,0	637,6
Total des autorisations	685,2	28,1	4,7	718,0	56,0	662,0
Dépenses réelles	650,5	21,4	4,7	676,6	56,0	620,6

Nota : L'Agence n'a pas de prêts, d'investissements ou d'avances à déclarer au titre de postes non budgétaires.

3.5 Rendement financier

3.5.1 Rapport sur les crédits parlementaires

Tableau 1 – Comparaison des dépenses prévues et réelles (y compris les équivalents temps plein) (en millions de dollars)

			2006-2007			
	Dépenses réelles 2004-2005[1]	**Dépenses réelles 2005-2006**	**Budget principal des dépenses**	**Dépenses prévues[2]**	**Total des autorisations[3]**	**Total des dépenses réelles**
Salubrité des aliments et santé publique	262,2	341,5	318,8	353,5	349,5	379,6
Sciences et réglementation	155,9	82,4	119,4	119,6	130,5	77,1
Protection des ressources végétales et animales	105,5	139,0	106,6	106,7	120,8	140,1
Sécurité publique	36,8	25,2	26,7	57,8	61,2	23,8
Total[4]	**560,4**	**588,1[7]**	**571,5[5]**	**637,6**	**662,0[5,6]**	**620,6[6,7]**
Moins : les recettes non disponibles	0,0	0,5	N/D	1,1	N/D	0,4
Plus : le coût des services reçus à titre gracieux	44,8	63,4	N/D	56,9	N/D	56,0
Dépenses totales de l'Agence	**605,2**	**651,0**	**571,5**	**693,4**	**662,0**	**676,2**
Équivalents temps plein	**5 518**	**5 692**	**6 401**	**6 401**	**6 490**	**6 098**

1 Les « Dépenses réelles 2004-2005 » ont été ajustées pour tenir compte de la structure de l'architecture d'activités de programmes actuelle de l'ACIA.

2 La colonne « Dépenses prévues » rend compte des données indiquées dans le *Rapport sur les plans et les priorités* 2006-2007 pour l'année des dépenses prévues.

3 La colonne « Total des autorisations » se rapporte aux autorisations de dépenses totales obtenues au cours de l'exercice financier (c.-à-d. par le Budget principal des dépenses), ainsi que le financement reçu à partir du Budget supplémentaire des dépenses et les transferts du Conseil du Trésor par le crédit 10 du CT (initiatives fédérales) et le crédit 15 du CT (convention collective).

4 Tous les chiffres sont nets de recettes disponibles pour les exercices respectifs (55 M$ en 2004-2005; 58,4 M$ en 2005-2006; 55 M$ pour le budget principal des dépenses et les dépenses prévues, et 56 M$ pour les autorisations totales et les dépenses réelles en 2006-2007).

5 Explication de l'écart : les principaux postes budgétaires correspondant à l'augmentation de 90,5 M$ entre le budget principal de 2006-2007 (571,5 M$) et les autorisations totales de 2006-2007 (662 M$) sont :
- report de 2005-2006 (dépenses de fonctionnement 54,6 M$ et d'immobilisations 8,3 M$ totalisant 62,9 M$);
- paiements compensatoires statutaires (augmentation de 2,3 M$ sur la base 1,5 M$);
- présentations au Conseil du Trésor approuvées et ajustements du SCT (augmentation de 28,8 M$ pour l'influenza aviaire, de 4,2 M$ pour la convention collective et de 2 M$ pour les projets de publicité; réduction de 1,9 M$ pour le Comité d'examen des dépenses – réduction des achats, et 2 M$ de réduction budgétaire);
- diminution des régimes d'avantages sociaux des employés (8,3 M$).

6 L'écart (41,4 M$) entre le total des autorisations (662 M$) et le total des dépenses réelles (620,6 M$) est attribuable principalement aux fonds non utilisés dans :
- dépenses de fonctionnement et contributions (34,3 M$) : causé principalement par les délais d'exécution de la dotation et de l'achat de produits et services;
- dépenses en immobilisations (6,7 M$) : causé principalement par un délai dans les ententes contractuelles et les engagements non convertis en dépenses.

7 L'écart de 32,5 M$ entre les dépenses réelles de 2005-2006 et de 2006-2007 (588,1 M$ contre 620,6 M$) s'explique comme suit :
- 12 M$ – pour la préparation à l'influenza aviaire et la pandémie aviaire
- 12 M$ – pour les conventions collectives signées
- 5,5 M$ – pour les espèces exotiques envahissantes
- 3 M$ – pour l'encéphalopathie spongiforme bovine

3.4d Gérance

Éléments du CRG	Indicateurs
Gérance	Biens immobiliers
	Analyse financière
	Information et gestion de la TI
	Fonction de vérification interne
	Gestion des paiements de transfert
	Gestion du matériel
	Gestion des approvisionnements et des marchés
	Gestion de projet
	Qualité des présentations au CT
	Immobilisations
	Conditions du CT

Aller de l'avant face aux principaux défis

Amélioration de la gestion de l'information et de la technologie de l'information

L'infrastructure de gestion de l'information et de technologie d'information (GI/TI) de l'ACIA doit sans cesse évoluer pour continuer de répondre aux exigences. Au cours du dernier exercice, l'Agence a travaillé activement à son projet d'amélioration de l'accès au réseau pour accélérer la transmission de données vers ses installations actuellement dotées d'un accès par ligne commutée.

En 2006-2007, l'ACIA a progressé dans la mise en œuvre de son plan d'action en matière de gestion de la sécurité des technologies de l'information en renforçant ses capacités en information et en traitement de manière à gérer les situations d'urgence. Elle a par ailleurs mis sur pied un sous-comité exécutif chargé de la GI/TI pour accroître les efforts consacrés à cet aspect au sein de l'Agence et assurer une meilleure harmonisation avec le processus d'élaboration de son plan d'entreprise.

Mise en œuvre de la Politique de vérification interne du SCT

La *Politique de vérification interne,* entrée en vigueur en avril 2006, vise à renforcer la reddition de comptes, la gestion des risques, la gestion des ressources et la saine gouvernance dans le secteur public en restructurant et en renforçant la vérification interne à l'échelle du gouvernement.

L'ACIA a adopté une approche proactive et progressive pour la mise en œuvre de cette politique fédérale au cours des trois prochaines années. Au cours de l'exercice écoulé, elle a travaillé à une analyse de rentabilisation pour cerner les lacunes dans les systèmes, les pratiques et les contrôles clés et mettre en évidence les domaines nécessitant des ressources supplémentaires. La mise en œuvre de la politique devrait être coordonnée avec les autres mesures de supervision de l'Agence.

3.4e Conclusion

Le maintien d'une saine gestion constitue le moyen le plus important qui s'offre à l'ACIA pour continuer d'atteindre chacun de ses résultats stratégiques. C'est pourquoi l'Agence est résolue à surveiller et à améliorer constamment ses méthodes de gestion et à demeurer disposée à intégrer de nouvelles mesures propres à améliorer son fonctionnement. Cette détermination donnera l'assurance qu'elle continuera de dépasser les attentes des Canadiens à l'égard de la salubrité de l'approvisionnement alimentaire et de la protection des ressources végétales et animales.

3.4c Politiques et programmes; services axés sur les citoyens

Éléments du CRG	Indicateurs
Politiques et programmes	Cadre stratégique
	Capacité en politique stratégique
Services axés sur les citoyens	Stratégie de prestation des services externes
	Langues officielles pour la prestation des services externes
	Services pangouvernementaux
	Prestation des services et frais

Intégration des principes de la *Loi fédérale sur la responsabilité*

La *Loi fédérale sur la responsabilité*, entrée en vigueur en 2006, repose sur une approche selon laquelle on doit prêcher par l'exemple pour améliorer la responsabilité. Elle indique ce que le gouvernement attend de tous les ministères et organismes fédéraux, notamment l'élaboration d'un plan d'action et un compte rendu des progrès réalisés dans la réponse aux recommandations du vérificateur général et une amélioration de l'information budgétaire pour satisfaire aux demandes du directeur parlementaire du budget.

En 2006-2007, l'ACIA a élaboré un plan d'action détaillé qui aborde chacune des dispositions de la *Loi fédérale sur la responsabilité* s'appliquant à elle et précisé les mesures qu'elle doit prendre pour s'acquitter des engagements connexes. À cette fin, l'Agence met actuellement au point ses mesures de contrôle interne pour appuyer le président en tant qu'administrateur des comptes et elle élabore une nouvelle politique sur les paiements de transfert qui devrait être publiée en 2007. L'ACIA prend également des mesures pour créer ou adopter une politique sur les valeurs et l'éthique ainsi qu'une politique interne sur les écarts de conduite dans la foulée de la *Loi sur la protection des fonctionnaires divulgateurs d'actes répréhensibles*.

Aller de l'avant face aux principaux défis

Élaboration d'une politique et d'une base de données sur la consultation

À l'appui de la priorité pancandienne de transparence et de responsabilisation, l'ACIA s'est efforcée au cours des derniers mois de mettre la dernière main à sa politique sur la consultation. D'ailleurs, la consultation et la mobilisation des intervenants pour l'élaboration, la mise en œuvre, l'examen et l'évaluation de ses politiques, programmes, services et initiatives demeurent une priorité importante pour l'Agence. On a réalisé des progrès en 2006-2007 dans la mise sur pied d'un inventaire électronique ou d'une base de données sur les consultations menées par l'ACIA et d'un plan de communication pour la mise en œuvre du cadre.

Poursuite de la mise en œuvre de l'initiative d'uniformité dans l'exécution des programmes

Dans la phase III de l'évaluation fondée sur le Cadre de responsabilisation de gestion de 2006-2007, le Secrétariat du Conseil du Trésor concluait que l'Agence aurait avantage à améliorer sa réceptivité aux besoins des clients et à s'associer à d'autres secteurs de compétence ou organisations pour s'assurer d'un mécanisme de prestation de services davantage axé sur le client ou plus rentable. En réponse à cette évaluation, l'Agence s'est engagée à passer en revue son Projet d'uniformité afin d'analyser et de corriger les parties où il y a lieu d'améliorer l'uniformité du mécanisme d'exécution des programmes à l'échelle des secteurs. En 2006-2007, elle a continué d'analyser ses progrès en ce qui a trait à l'exécution uniforme de ses programmes pour les viandes, les produits laitiers, la salubrité des aliments et la santé animale. Des progrès importants sont réalisés à ce chapitre grâce au système de gestion de la qualité.

En 2006-2007, l'ACIA a offert aux 1 200 gestionnaires déjà en poste et aux 200 nouveaux le programme de formation *Gérer pour le succès*, qui a connu un vif succès. Dans le cadre de l'initiative de cyberapprentissage, elle a par ailleurs lancé un nouveau programme d'orientation en ligne, un programme de valeurs en ligne et trois modules axés sur les sciences. De plus, l'Agence a évalué les compétences en leadership dans toutes ses directions générales, sauf deux, et s'est appuyée sur les résultats obtenus pour élaborer des stratégies d'apprentissage à l'échelle des directions générales.

À l'appui de ses priorités au chapitre de l'apprentissage, l'ACIA a porté son fonds de perfectionnement à deux millions de dollars en 2006-2007. Ce fonds appuie le transfert de connaissances ainsi que le perfectionnement des gestionnaires, notamment les cours de perfectionnement en langues officielles pour répondre aux besoins de planification de la relève. Il offre par ailleurs des possibilités de perfectionnement professionnel à long terme et d'études supérieures essentielles.

En outre, l'ACIA met actuellement à jour ses modules d'apprentissage sur l'hygiène des viandes à l'appui de ses activités de réforme du programme des viandes. Elle a élaboré et mis en œuvre du matériel de formation à l'appui de la stratégie de préparation en vue de la grippe aviaire. Enfin, elle donne un cours scientifique à l'intention des formateurs.

Lancement du deuxième sondage auprès des employés à l'échelle de l'Agence

L'ACIA a réalisé un deuxième sondage auquel les employés ont participé volontairement pour s'exprimer sur leur milieu de travail et leur satisfaction au travail en général. Le sondage demandait aussi leur opinion sur les changements survenus depuis le premier sondage, qui remonte à 2003.

Au total, 54 p. 100 des employés de l'ACIA ont répondu au sondage. L'Agence a obtenu de très bons résultats, le taux de satisfaction du personnel augmentant d'au moins 5 p. 100 pour 42 des 118 domaines abordés par les questions du sondage concernant des aspects tels que la classification, la dotation, la gestion du rendement, le perfectionnement professionnel, les relations avec le supérieur immédiat, le harcèlement et les relations avec les syndicats. Par ailleurs, la rétroaction, l'examen du rendement et le perfectionnement professionnel ont affiché une amélioration de 10 p. 100 en moyenne et le taux de satisfaction des employés a progressé de 9 p. 100 pour les questions se rapportant aux pratiques de dotation.

L'ACIA élabore des plans d'action pour faire fond sur ces réalisations et saisir les possibilités d'améliorations révélées par les résultats du sondage auprès des employés. Elle utilise par ailleurs les résultats du sondage afin d'appliquer une série de paramètres des ressources humaines pour mieux mesurer le bien-être en milieu de travail.

Intégration de la planification des ressources humaines à celle de ses activités

L'ACIA intègre la planification des ressources humaines à celle de ses activités pour améliorer la capacité à prévoir les besoins en ressources humaines.

En 2006, l'Agence a donné une formation dans le domaine à plus de 1 400 gestionnaires dans le cadre du programme de formation préalable *Gérer pour le succès* élaboré à leur intention. Elle a aussi élaboré un processus de planification intégrée des ressources humaines et des activités pour aider les responsables de l'élaboration du *Plan d'entreprise* et les cadres supérieurs à définir leurs priorités en matière de ressources humaines.

En outre, des séances de planification des ressources humaines ont été tenues avec les trois principales directions générales de l'ACIA pour mettre en évidence les lacunes et les défis dans le domaine et trouver des solutions envisageables concernant les priorités en matière d'activités.

notamment organisé des réunions d'information casse-croûte et participé à différentes activités à l'échelle de l'organisation.

L'ACIA prévoit, préconise et met en œuvre des pratiques en matière d'emploi qui encouragent la pleine participation de Canadiens de diverses origines. Son plan d'équité en matière d'emploi pour la période allant de 2004 à 2007 définit des objectifs pour faire en sorte que l'effectif reflète la diversité de la population canadienne et que les progrès réalisés dans la poursuite de ces objectifs soient mesurés chaque année.

En 2006-2007, l'ACIA a accompli de grands progrès en vue de maintenir un effectif diversifié et représentatif. La représentation des femmes, des personnes handicapées et des membres de minorités visibles a atteint 100 p. 100 de la disponibilité de la main-d'œuvre canadienne, tandis que la proportion d'Autochtones est très près de cet objectif à 97 p. 100. Se reporter au tableau 3.4b.1 pour consulter les données ventilées selon les différents groupes.

Aller de l'avant face aux principaux défis

Respect des obligations relatives aux langues officielles

L'ACIA vise à respecter les exigences de la *Loi sur les langues officielles* et sa propre politique sur les langues officielles en mettant en œuvre des mesures particulières énoncées dans un plan stratégique triennal, qui en est actuellement à sa troisième année.

En 2006-2007, l'Agence a modifié sa politique sur les langues officielles pour actualiser et clarifier ses obligations linguistiques et renforcer sa détermination à servir les Canadiens dans la langue officielle de leur choix. Elle a aussi élaboré un cadre de responsabilisation définissant les rôles et responsabilités de ses intervenants en vertu des parties IV, V, VI et VII de la *Loi sur les langues officielles*. En outre, l'Agence a produit plusieurs trousses d'outils, dont celle intitulée *Se préparer à apprendre une seconde langue officielle* pour appuyer les employés dans l'apprentissage de leur seconde langue officielle.

L'ACIA a réalisé des progrès considérables afin de respecter les exigences de la *Loi sur les langues officielles* et de sa politique sur les langues officielles, mais il y a encore place à l'amélioration. Dans la ronde IV de son évaluation fondée sur le Cadre de responsabilisation de gestion de 2006-2007, le Secrétariat du Conseil du Trésor soulignait que l'Agence doit poursuivre ses efforts afin d'augmenter la capacité linguistique du personnel de ses bureaux affecté au service au public dans les deux langues officielles. L'Agence s'est engagée à améliorer de 10 p. 100 sa capacité d'offrir des services dans les deux langues officielles et ce, chaque année de 2006 à 2009.

Renforcement des efforts portant sur l'apprentissage, notamment par la mise en œuvre d'un programme de formation préalable à l'intention des nouveaux gestionnaires et le développement de produits de cyberapprentissage supplémentaires

L'ACIA offre à tous ses employés la formation et les outils nécessaires pour accomplir leur travail et elle les aide à tirer parti de possibilités d'apprentissage et de perfectionnement tout au long de leur carrière. Sa politique d'apprentissage encourage une forte culture d'apprentissage continu et donne des orientations aux gestionnaires et aux employés sur la gestion de l'apprentissage.

Tableau 3.4b.1 – Diversité de l'effectif de l'ACIA

Représentation	2005-2006	2006-2007
Femmes	49,3 %	50,3 %
Autochtones	2,3 %	2,3 %
Personnes handicapées	4,8 %	4,4 %
Membres de minorités visibles	9,8 %	10,6 %

- ***Schématisation, nettoyage, petites améliorations et mises à niveau du système de gestion du rendement :*** En 2006-2007, l'ACIA a amorcé un processus visant à mettre en évidence les écarts entre l'information sur le rendement stratégique et opérationnel. On observe des écarts entre les rapports en raison des approches différentes adoptées pour la gestion du rendement et les rapports sur le rendement, ainsi que de l'introduction de la nouvelle structure d'Architecture des activités de programme *après* l'établissement du cadre de rendement. Ce processus se poursuivra en 2007-2008.
- ***Élaboration et mise en œuvre d'une stratégie d'amélioration à long terme :*** L'ACIA s'est efforcée de trouver une solution à long terme pour répondre aux besoins relatifs aux rapports de gestion, tout en atténuant les difficultés auxquelles se heurtent les utilisateurs du système actuel. En 2006-2007, elle s'est attachée à nettoyer les données de base et à trouver des façons d'améliorer le processus de présentation de rapports, la qualité de la saisie des données et celle des rapports.

Accès à l'information

En 2006-2007, l'ACIA a mis en œuvre un plan d'action en matière d'accès à l'information, qui apporte des améliorations au rapport *InfoSource* et prévoit un rapprochement de données dans son rapport annuel sur l'accès à l'information et la protection des renseignements personnels (AIPRP). Le Secrétariat du Conseil du Trésor lui a attribué la cote « A », car elle a donné suite rapidement aux demandes en la matière après avoir obtenu une note de 95 p. 100 sur sa fiche de rendement en AIPRP.

3.4b Personnes, valeurs et apprentissage

Éléments du CRG	Indicateurs
Personnes	Milieu de travail
	Équité en emploi
	Langues officielles
	État de préparation aux fins de la mise en œuvre de la *Loi sur la modernisation de la fonction publique* (LMFP)
	Effectif
	Planification des RH
	Examen du rendement
Valeurs	Leadership
	Culture organisationnelle
	Directives et recours
Apprentissage	Innovation et gestion du changement
	Apprentissage organisationnel

Effectif durable

L'ACIA reconnaît que son succès repose sur la qualité et la capacité de ses employés et la durabilité de son effectif. C'est pourquoi elle s'efforce de disposer des ressources voulues pour permettre à ses employés de faire leur travail efficacement. L'Agence est par ailleurs déterminée à offrir à ses employés une formation adéquate et opportune, fait la promotion de la diversité au sein de l'effectif et veille à ce que les processus et les pratiques soient en place pour résoudre les problèmes en milieu de travail.

L'effectif de l'ACIA est passé de 6 121 employés en 2005-2006 à 6 585 en 2006-2007, soit une augmentation de 7,6 p. 100. La progression se chiffre à 4,7 p. 100 au sein du personnel scientifique, professionnel et technique.

En 2006-2007, l'ACIA a créé le Réseau Jeunesse pour accroître l'autonomie de ses jeunes employés et les maintenir à l'effectif, tout en faisant valoir l'Agence en qualité d'employeur de choix. Ce réseau a élaboré un mandat, mobilisé des membres de tous les secteurs d'activité de l'ACIA et élaboré un plan d'action et un budget, qui a été approuvé par le Comité exécutif des politiques. Très actif au sein de l'Agence, il a

de gestion de 2005-2006, le Secrétariat du Conseil du Trésor concluait qu'au moment de l'évaluation, il n'existait pas de renseignements permettant d'évaluer la structure de gouvernance de la GI-TI, l'exécution des projets ou l'approche en matière de services communs à l'Agence. Il concluait également que le plan de gestion de la sécurité des technologies de l'information (GSTI) de l'ACIA devait être peaufiné afin d'établir des dates cibles pour la conformité à la norme sur la GSTI. L'ACIA s'est donc engagée à prendre diverses mesures : création d'un sous-comité exécutif sur la GI-TI; habilitation de comités connexes à régler des questions liées à la GI-TI; et présentation d'un plan d'action en matière de GI-TI, obtention de l'approbation du Secrétariat du Conseil du Trésor et validation du nombre de secteurs où elle devait prendre des mesures afin de se conformer à la norme sur la GSTI. Chaque mesure prévue en réponse à l'évaluation avait été prise à la fin de mars 2007 et chacune continuera d'être surveillée et améliorée en 2007-2008.

Établissement d'objectifs et rapports sur le rendement

Cadre de gestion du rendement

En 2006-2007, l'ACIA a mis en place un Cadre de gestion du rendement (CGR) axé sur les résultats pour améliorer la collecte et la gestion des données ainsi que la présentation de rapports sur le rendement. On a recentré ce cadre pour l'harmoniser avec la *Politique sur la structure de gestion des ressources et des résultats* publiée par le SCT. On l'a aussi adapté pour donner suite à la recommandation du Bureau du vérificateur général préconisant l'intégration de tableaux de concordance entre, d'une part, la structure des programmes utilisée dans l'information sur le rendement et, d'autre part, le *Rapport sur les plans et les priorités* et le *Plan d'entreprise* de l'ACIA.

En particulier, l'Agence a progressé dans chacun des domaines d'activité suivants du Cadre de gestion du rendement :

- ***Élaboration d'indicateurs stratégiques et d'objectifs :*** L'ACIA a amélioré la collaboration au sein de son organisation à tous les échelons en établissant des comités clés et en les mettant à contribution. Ces comités devraient servir de plaque tournante pour le partage d'information entre les équipes de planification des directions générales ainsi que pour la mise en œuvre des pratiques exemplaires.
- ***Analyse comparative de la mesure du rendement :*** En réponse aux recommandations formulées par le Bureau du vérificateur général en 2006-2007, l'ACIA a entrepris une série d'analyses comparatives pour examiner ses pratiques en matière de mesure du rendement et les comparer avec celles d'autres organismes internationaux similaires. L'information ainsi obtenue permettra d'améliorer les résultats relatifs aux indicateurs de rendement et aux objectifs à la grandeur de l'Agence, tandis que cette dernière continuera de mettre en œuvre la Politique sur la structure de gestion des ressources et des résultats en perfectionnant son cadre de mesure du rendement.
- ***Gouvernance, directives, outils, formation et communications en matière de gestion du rendement :*** L'ACIA a mis en place une nouvelle structure de gouvernance pour favoriser la prise de décisions judicieuses et concertées. Cette structure officialise la gestion du rendement en tant qu'activité bien établie au sein de l'Agence et appuyée par la direction, qui suscite une prise en charge au sein de chaque direction générale et encourage une collaboration accrue au sein de l'organisation. En 2006-2007, l'ACIA a continué de mettre sur pied son équipe de spécialistes en gestion du rendement; elle a notamment assuré la formation des coordonnateurs des directions générales afin qu'ils soient mieux outillés pour gérer les activités relatives au rendement.
- ***Élaboration de mesures du rendement pour toutes les directions générales :*** Compte tenu de la nécessité d'intégrer les mesures axées sur les résultats dans ses nombreux secteurs d'activité et directions générales, l'ACIA a déployé des efforts concertés sur l'élaboration de mesures du rendement stratégiques et opérationnelles pour toutes les directions générales et les régions.

régulière de réunions pour permettre aux présidents et aux secrétariats des comités de se rencontrer, une normalisation de la présentation des rapports de décisions, l'affichage des rapports de décisions (RDD) des sous-comités exécutifs dans le site intranet de l'Agence et la création d'une base de données pour saisir toutes les actions résultant de ces rapports. L'ACIA a examiné le mandat et la composition de chaque comité pour s'assurer que ses priorités sont prises en compte et appuyées par une structure de gouvernance judicieuse.

L'Agence a également mis sur pied un *sous-comité exécutif chargé de la vérification et de la gestion des risques*. Cet organe indépendant, sous la direction du président, respecte les conditions des politiques du Conseil du Trésor sur la vérification interne et la gestion des risques. En plus de fournir des conseils indépendants et objectifs et une orientation, il donne l'assurance que les mécanismes de contrôle et de reddition des comptes sont adéquats.

En février 2007, le Conseil de direction de l'ACIA a tenu à l'intention du personnel de direction de l'Agence une conférence de deux jours visant à mettre en valeur le leadership. Cette conférence comprenait notamment une présentation de partenaires clés de l'industrie, un débat de spécialistes sur les perspectives des partenaires fédéraux de l'ACIA ainsi que des messages importants de dirigeants d'organismes centraux portant sur le renouvellement de son effectif et de son orientation stratégique.

Gestion intégrée des risques

En tant qu'organisme dont les activités sont axées sur le risque, l'ACIA demeure résolue à assurer une saine gestion des risques en mettant en œuvre des principes de gestion intégrée du risque dans toute l'organisation. La gestion intégrée du risque est un processus systématique, proactif et continu pour comprendre, gérer et communiquer le risque du point de vue de l'ensemble de l'organisation. Il s'agit de prendre des décisions stratégiques qui contribuent à la réalisation des plans et priorités globaux de l'organisation. La mise en œuvre de la gestion intégrée du risque au sein de l'Agence repose sur le Cadre de gestion intégrée du risque du Secrétariat du Conseil du Trésor et sur la Politique de gestion intégrée du risque élaborée récemment par l'ACIA. En 2006-2007, elle a amorcé les travaux nécessaires pour mettre à jour son profil de risque. On a tenu des ateliers dans tous les secteurs d'activité de l'ACIA pour cerner, valider et coter les risques et répertorier les stratégies d'atténuation déjà en place au sein de l'Agence. Un nouveau profil de risque d'entreprise de haut niveau devrait être prêt à l'automne 2007.

Au cours de la dernière année, l'ACIA a intégré la prise en compte des principaux risques stratégiques dans tous les processus de prise de décisions et de planification, y compris (sans toutefois s'y limiter) la planification stratégique, l'analyse réglementaire et la planification des immobilisations.

Examen de l'Architecture des activités de programme

Chaque année, l'ACIA examine, révise et étoffe l'Architecture des activités de programme. Dans le budget de 2006, le gouvernement du Canada a annoncé un examen de son système de gestion des dépenses. Il souhaite ainsi s'assurer que les programmes fédéraux mettent l'accent sur les résultats et l'optimisation des ressources, sont conformes aux priorités fédérales et continuent de servir les fins pour lesquelles ils ont été créés. En 2006-2007, l'ACIA a amorcé un examen détaillé de son Architecture des activités de programme afin de répondre aux objectifs de cette initiative et de mieux refléter son mandat. Elle a ainsi élaboré trois résultats stratégiques qui ont été entérimée par le Conseil du Trésor. L'ACIA mettra en œuvre ses résultats stratégiques et sa structure des activités de programme renouvelés et en fera état dans le *Rapport sur les plans et les priorités* de 2008-2009.

Planification de la gestion de l'information et des technologies de l'information

La planification de la gestion de l'information (GI) et des technologies de l'information (TI) constitue une priorité de gestion importante pour l'ACIA. Dans la ronde III de son évaluation fondée sur le Cadre de responsabilisation

Il y a toutefois certains domaines où l'ACIA doit améliorer son rendement. Par exemple, le SCT lui a conseillé de remédier à la sous-représentation des personnes handicapées, des Autochtones et des membres de minorités visibles et de veiller à ce que ses bureaux offrent les services dans les deux langues officielles. Il lui a aussi recommandé d'améliorer ses rapports sur le rendement pour satisfaire aux exigences de la *Politique sur la structure de gestion des ressources et des résultats* (SGRR) et sa structure de gouvernance en établissant une SGRR stable. En outre, le SCT a demandé à l'Agence de se conformer à la *Norme de gestion de la sécurité des technologies de l'information* par décembre 2006 en fixant des dates butoirs fermes et en déterminant l'ordre de priorité des activités.

L'ACIA continue de déployer des efforts énergiques à l'égard de tous les éléments et indicateurs du CRG. Au cours de la dernière année, elle a concentré son attention en priorité sur les domaines où l'on jugeait qu'il était possible d'apporter des améliorations grâce à l'élaboration volontaire d'un plan d'action pour la ronde III du CRG. Le plan d'action présenté, qui a été approuvé par le Comité exécutif des politiques, est mis à jour chaque trimestre par le sous-comité exécutif chargé de la planification et des rapports. Le plan d'action a été très efficace pour ce qui est de la sensibilisation et de la mobilisation à l'échelle de l'Agence et il s'agit maintenant d'une pratique exemplaire permanente au sein de l'ACIA.

La présente section du *Rapport sur le rendement* de l'Agence est articulée autour des éléments et indicateurs du CRG. ***Nota :*** *Les ressources attribuables aux activités portant sur la* Saine gestion de l'Agence *ont été allouées au prorata aux quatre résultats stratégiques de l'ACIA.*

3.4a Gestion des risques, responsabilisation, régie et orientation stratégique et résultats du rendement

Éléments du CRG	Indicateurs
Régie et orientation stratégique	Légitimité de la gouvernance
	Fonction efficace de planification
	Gestion de portefeuille
	Structure de gouvernance
	Initiatives horizontales
Gestion des risques	Gestion du risque juridique
	Risque
Responsabilisation	Autorisations et délégations
Résultats et rendement	Fonction d'évaluation
	Information et processus décisionnel
	Rapports financiers
	Rapports sur le rendement

Nouvelle structure de gouvernance

En 2006-2007, l'ACIA s'est dotée d'une nouvelle structure de gouvernance qui comprend deux comités décisionnels de haut niveau, à savoir l'un qui supervise la gestion et l'autre qui dicte l'orientation stratégique. Le *Comité de gestion de la direction* est la tribune où l'on partage l'information et où l'on fait le point sur les enjeux qui présentent un intérêt permanent et les questions d'actualité. Le *Comité exécutif des politiques,* principal point d'intégration pour l'ACIA, oriente la politique stratégique pour les programmes et l'administration, l'affectation des ressources, la gestion des risques et la planification.

Au cours de la dernière année, la nouvelle structure de gouvernance s'est avérée très efficace : elle a amélioré la communication, établi des liens entre les différents comités et assuré que les questions importantes sont soumises aux comités décisionnels de haut niveau. Pour améliorer la fonctionnalité de cette structure, l'ACIA a perfectionné certains mécanismes requis par ces comités. Mentionnons entre autres l'établissement d'un programme d'action à long terme, la tenue

3.4 Saine gestion de l'Agence

L'ACIA considère la mise en œuvre du Cadre de responsabilisation de gestion (CRG) du Secrétariat du Conseil du Trésor (SCT) comme un moyen d'améliorer constamment ses méthodes de gestion pour s'acquitter de son mandat de base de façon aussi efficace et efficiente que possible.

Le CRG constitue un volet important de l'approche adoptée par le Conseil du Trésor pour améliorer la gestion au sein des ministères et organismes fédéraux. Il se compose de 10 éléments interreliés, par exemple, la gestion des risques et la responsabilisation, que les ministères et organismes sont censés mettre en œuvre au sein de leur organisation pour assurer l'excellence en gestion et une surveillance appropriée des pratiques de gestion. Chaque année, le SCT évalue les ministères et organismes en fonction de la mise en œuvre du CRG en utilisant plus de 40 indicateurs.

Le SCT a évalué les pratiques de gestion de l'ACIA en 2005-2006. La ventilation des cotes obtenues s'établit comme suit : notable (5), acceptable (12), dans la moyenne (1), possibilité d'amélioration (10), attention requise (0), non évalué ou sans objet (14) et information requise (0). Ces résultats témoignent d'une amélioration globale, plus précisément une progression pour huit indicateurs, une régression pour un et aucun changement pour les autres. En particulier, le SCT a félicité l'ACIA d'avoir amélioré ses résultats sur les aspects indiqués au tableau 3.4.1.

Le SCT a également souligné les progrès accomplis par l'ACIA dans cinq domaines prioritaires de gestion répertoriés dans la lettre de suivi de 2004-2005. Ainsi, l'Agence a notamment réussi à intégrer la planification des ressources humaines à celle de ses activités; trouvé des solutions à des problèmes communs de gestion des ressources humaines, défini les compétences essentielles que devraient posséder les membres de la collectivité des sciences et de la technologie et pu puiser dans un fonds pour éventualités afin d'alléger les contraintes financières liées à la gestion de situations d'urgence touchant la santé des animaux et des êtres humains.

Tableau 3.4.1 – Amélioration des cotes attribuées par rapport au CRG

Indicateur du CRG	Nouvelle cote	Raison
Risque	Notable	Progrès marqués soutenus en vue de la mise en œuvre d'un mode de gestion intégrée des risques
Immobilisations	Notable	Intégration de toutes les catégories de biens au *Plan d'investissement à long terme*
Gestion du matériel	Notable	Mise en place d'un cadre de gestion du matériel établissant clairement les responsabilités Initiatives visant à protéger les biens meubles
Biens immobiliers	Notable	Élaboration d'un cadre de gestion des biens immobiliers
Fonction de planification efficace	Notable	Élaboration d'outils à l'appui de la planification des ressources stratégiques et des décisions de gestion
Fonction d'evaluation	Acceptable	Maintien du niveau des ressources consacrées à l'évaluation en 2005-2006
Présentations au CT et conditions du CT	Acceptable	Renseignements financiers exacts, fondés et complets dans les présentations au Conseil du Trésor

Les grappes de laboratoires mettent l'accent sur les besoins conjoints des laboratoires scientifiques fédéraux et du milieu opérationnel en cas d'attentat terroriste chimique, biologique, radiologique ou nucléaire. Grâce aux grappes, les représentants des ministères et des laboratoires fédéraux échangent des idées et mettent en commun leurs connaissances, leur expérience et leurs ressources tout en discutant des difficultés et des solutions. L'ACIA a participé à la création d'un réseau de laboratoires de diagnostic vétérinaire comprenant des laboratoires fédéraux, provinciaux et universitaires qui, dans la foulée de l'Initiative de recherche et de technologie, s'appuieront sur les résultats de la recherche pour renforcer l'aptitude du Canada à détecter les menaces pesant sur la santé des animaux et à intervenir rapidement pour en atténuer le plus possible les conséquences pour la santé humaine et l'économie du pays.

Parmi les réalisations particulières par rapport à l'exercice 2006-2007, mentionnons la poursuite de l'élaboration de tests de diagnostic rapides et extrêmement sensibles à utiliser au cours des interventions d'urgence pour faire face à des flambées de virus faisant peser une grave menace sur les animaux, dont l'influenza aviaire, qui pourrait être introduit dans notre pays et transmis au cheptel, à la faune et, dans certains cas, aux êtres humains. L'ACIA a également poursuivi ses travaux pour élaborer un système Web en vue de recueillir et de traiter des données de surveillance ciblée afin de diffuser ces renseignements à ses partenaires pour accélérer l'échange d'information et la prise de décision. Le système devrait permettre une intégration sans faille des renseignements sur la santé humaine et animale et offrir une série de solutions exhaustives, depuis l'échange jusqu'à l'analyse des données, en passant par la surveillance, les mises en garde et la gestion de situations.

La recherche menée par l'ACIA aboutit à l'élaboration de méthodes pour détecter une éventuelle contamination de la chaîne alimentaire. Par exemple : *Yersinia pestis* (peste), *Bacillus anthracis* (charbon) et le ricin (une toxine qui pourrait être utilisée comme agent dans la guerre biologique. L'ACIA évalue également des technologies et des méthodes plus nouvelles pour améliorer sa prestation de services et sa capacité de détection de pathogènes dans les aliments. La validation des méthodes de recherche de l'ACIA pour la détection du charbon dans certains aliments, qui se poursuivra en 2007-2008, devrait être agréée par le Conseil canadien des normes, en tant que méthode officielle du Programme canadien d'assurance de la qualité. Les données de validation fourniront des renseignements d'importance cruciale sur la sensibilité et la spécificité des tests.

L'ACIA se dote également de nouvelles capacités de détection rapide et de typage d'éventuels agents d'agroterrorisme tels le virus de la fièvre aphteuse et le virus de l'influenza aviaire. L'ACIA travaille avec d'autres intervenants à l'adaptation des puces à ADN à une plateforme plus portable qui pourra aisément et de manière pratique être utilisée par les premières équipes d'intervention d'urgence. Cette technologie, qui porte le nom de technologie des nanopuces à ADN NanoChip, représente un nouvel outil de détection et de typage qui peut être utilisé à la ferme dans une unité de diagnostic mobile. L'ACIA a réalisé un prototype sur la plateforme de NanoChip et la validation de la technologie des puces électroniques NanoChip devait être au point en 2008.

En participant à toutes les activités liées à l'IRTC, l'ACIA a amélioré ses liens avec ses partenaires chargés des interventions d'urgence et a amélioré sa capacité d'intervention en cas d'attentats terroristes.

des végétaux. En outre, la recherche de l'ACIA concourt à l'harmonisation des méthodes de laboratoire avec les partenaires commerciaux du Canada.

L'Agence a élaboré des méthodes de détection extrêmement sensibles et hautement efficaces lui permettant de dépister le virus du Rattle et la souche de la maladie des nécroses tubercules du virus Y de la pomme de terre dans des échantillons de pommes de terre. Ses méthodes sont assorties de protocoles standard pour les laboratoires de diagnostic et d'un renforcement de la surveillance des virus et des analyses du risque, ce qui accroît sa capacité à s'attaquer à un domaine de préoccupation émergente, soit l'environnement et l'économie.

Recherche sur les encéphalopathies spongiformes transmissibles (EST)

L'ACIA effectue des recherches pour accroître ses connaissances sur les encéphalopathies spongiformes transmissibles (EST), notamment l'encéphalopathie bovine et la tremblante qui touchent le bétail canadien, ainsi que l'encéphalopathie des cervidés qui se manifeste chez les wapitis et les cerfs sauvages ou d'élevage. On s'efforce de trouver de meilleures méthodes pour dépister ces maladies avant l'apparition des symptômes, d'améliorer les mesures de préventives et de protéger la santé des animaux et le commerce.

À ce jour, six tests rapides différents pour le dépistage de l'ESB ont été validés et des échantillons sur les EST ont été stockés en vue de futurs projets en collaboration. Ces activités se poursuivront en 2007-2008.

Recherche sur les maladies animales qui constituent une grave menace

Les maladies animales exotiques comme la fièvre aphteuse et la peste porcine classique pourraient avoir un effet dévastateur sur la santé et le commerce des animaux si elles étaient introduites au Canada. L'ACIA effectue des recherches sur ces maladies pour améliorer ses tests de dépistage afin de parvenir à un dépistage précoce et à une intervention rapide en cas d'apparition de ces maladies.

Au cours de l'exercice 2006-2007, l'ACIA a entrepris des travaux de recherche sur le virus de la fièvre aphteuse. Elle a réussi notamment à produire des réactifs de diagnostic dont elle avait le plus grand besoin et a développé de nouveaux tests de diagnostic qui lui donneront la possibilité d'intervenir en cas de flambée de cette maladie. Ces résultats ont permis à l'ACIA d'entreprendre des collaborations proactives avec d'autres laboratoires ayant des intérêts similaires. L'Agence poursuivra ses recherches pour développer un outil de diagnostic rapide de chromatographie par bande (Penside) qui lui permettra de tester les animaux et les produits animaux dans des situations où un diagnostic rapide est requis.

RÉSULTAT STRATÉGIQUE : Sécurité contre les menaces délibérées envers les réserves alimentaires et les ressources agricoles canadiennes

> **Sous-activité de programme** : *Recherche réglementaire – sécurité publique (y compris les initiatives de l'Initiative de recherche et de technologie*
>
> **Résultat prévu** : *Pour prendre ses décisions concernant la sécurité publique, l'Agence effectue des recherches solides et suffisantes sur la réglementation en vigueur*

Au cours de l'exercice 2006-2007, les représentants de l'ACIA ont continué de travailler à la création de grappes de laboratoires pour l'Initiative de recherche et de technologie (IRTC), chimique, biologique, radiologique-nucléaire (CBRN), dont le but est d'appuyer les initiatives en vue d'améliorer l'état de préparation, la prévention et la capacité d'intervention face à d'éventuels attentats terroristes CBRN au Canada. L'Agence a également continué à coprésider la grappe biologique des laboratoires fédéraux avec l'Agence de santé publique du Canada.

utilisée avec les autres méthodes de vérification de l'ACIA.

Les zoonoses peuvent représenter une menace pour la santé publique. Certaines zoonoses comme la brucellose, la rage et la tuberculose bovine sont présentes à un faible niveau au Canada, en particulier dans la faune. D'autres maladies comme l'ESB et l'influenza aviaire, qui ont fait leur apparition ces dernières années, représentent une menace pour l'économie agricole, la santé animale et le commerce canadiens. La recherche pour améliorer les méthodes de dépistage contribue à la fiabilité et à l'exactitude des analyses et facilite les mesures de lutte contre ces maladies et l'intervention précoce, lorsque des animaux sont touchés.

- *M. bovis* est l'agent responsable de la tuberculose bovine, zoonose à déclaration obligatoire chez les bovidés, dont l'impact économique est considérable. Il est important de déterminer comment les souches de cette maladie sont reliées entre elles lorsqu'on planifie des stratégies prophylactiques et au cours des flambées. Les nouvelles méthodes adoptées par l'ACIA pour déterminer le type de souche de *Mycobacterium bovis* semblent permettre de surmonter nombre des difficultés rencontrées au cours des travaux de recherche antérieurs.

RÉSULTAT STRATÉGIQUE : Protéger les consommateurs au moyen d'un régime de réglementation juste et efficace pour les aliments, les animaux et les végétaux à l'appui de marchés compétitifs nationaux et internationaux

> **Sous-activité de programme :** *Recherche réglementaire – exportations et pratiques déloyales*
>
> **Résultat prévu :** *Pour prendre des décisions concernant l'élaboration et l'examen réglementaires, la prévention de pratiques déloyales et les exportations, l'Agence effectue des recherches solides et suffisantes sur la réglementation en vigueur*

La recherche menée par l'ACIA concourt à l'établissement d'un régime de réglementation équitable et efficace applicable aux aliments, aux animaux et aux végétaux grâce à l'acquisition de connaissances nouvelles et au perfectionnement des méthodes. Elle aide également à protéger les consommateurs et le marché contre les pratiques déloyales en confirmant que la méthode employée à l'appui de la vérification de la conformité à la réglementation est pleinement validée, repose sur les meilleurs principes scientifiques qui soient, est en harmonie avec les activités internationales et répond aux exigences établies par les règlements canadiens.

L'ACIA, en collaboration avec l'industrie, a travaillé en vue de la validation d'un système de technologie reposant sur une puce à ADN pour l'identification des ingrédients de la viande. Les connaissances acquises ont permis à l'Agence de fournir des avis et une orientation à l'industrie pour améliorer la technologie en usage sur les marchés alimentaires nord-américains.

Les recherches de l'Agence ont également fait appel à de nouvelles technologies moléculaires pour différencier l'ADN parmi les variétés de pommes de terre. Une identification exacte des variétés de pommes de terre est utile pour soutenir les marchés d'exportation et pour le maintien de l'excellente réputation des plants de pomme de terre canadiens.

RÉSULTAT STRATÉGIQUE : Assurer le maintien des ressources végétales et animales

> **Sous-activité de programme :** *Recherche réglementaire – protection des ressources végétales et animales*
>
> **Résultat prévu :** *Pour prendre ses décisions (y compris en matière de réglementation) concernant la santé animale et végétale, l'Agence effectue des recherches solides et suffisantes sur la réglementation en vigueur*

La recherche menée à l'ACIA aide à protéger les ressources végétales et animales grâce à l'acquisition de connaissances nouvelles et à l'amélioration des technologies et des méthodes de prévention, de détection, de surveillance et de gestion des maladies animales revêtant une importance pour la santé du bétail et de la faune, ainsi que pour la protection

3.3 Recherche réglementaire

Les activités de recherche réglementaire concourent au mandat de l'ACIA visant la salubrité des aliments, la santé des animaux et la protection des végétaux. La recherche réglementaire, telle qu'elle s'applique aux activités de l'ACIA, met l'accent sur les recherches scientifiques et les analyses réalisées par l'Agence, seule ou en collaboration avec des organisations partenaires, de façon à produire des connaissances ou des technologies nouvelles répondant expressément à ses besoins et à ses objectifs particuliers. Les résultats de la recherche devraient étayer un processus décisionnel judicieux axé sur le risque, l'élaboration et la mise en œuvre des politiques ainsi que la prestation de programmes.

Les sous-activités liées à la recherche réglementaire ont été ajoutées à l'architecture des activités de programme de l'ACIA en 2006-2007 comme l'indique le *Rapport sur les plans et priorités* de 2006-2007.

Les données financières et les données sur les ressources humaines, les indicateurs et objectifs stratégiques ne sont pas disponibles pour cette section au cours de l'exercice visé. Dans cette section, nous rendons compte des résultats correspondant aux résultats prévus dans le *Rapport sur les plans et les priorités* de 2006-2007.

RÉSULTAT STRATÉGIQUE : Protéger les Canadiens contre les risques évitables pour la santé liés à la salubrité des aliments ou à la transmission des maladies animales aux humains

Activité de programme : *Salubrité des aliments et santé publique*

Sous-activité de programme : *Recherche réglementaire – salubrité des aliments, nutrition et santé publique*

Résultat prévu : *Pour prendre des décisions concernant la salubrité des aliments, la nutrition et la santé publique, l'Agence effectue des recherches solides et suffisantes sur la réglementation en vigueur*

Comme l'information de la population sur la salubrité des aliments et la nutrition a continué de progresser au même rythme que la science dans le monde, on accorde aujourd'hui une plus grande attention à la salubrité et à la valeur nutritionnelle des aliments. La capacité scientifique de répondre aux préoccupations nouvelles concernant la nutrition et la salubrité alimentaire constitue un volet important des programmes d'inspection de l'Agence. L'obtention rapide de résultats d'analyses de laboratoires défendables, propres à résister à l'examen juridique et international, constitue un élément clé pour les activités de l'ACIA à l'appui de la conformité aux exigences en matière de nutrition et de salubrité des aliments.

- Au cours de l'exercice 2006-2007, l'ACIA a parachevé l'élaboration d'un outil de diagnostic intitulé « Hybridation de puce à ADN sur tissu » utilisé pour confirmer la présence de quatre pathogènes alimentaires (isolats de *salmonella*, d'*E. coli* O157:H7, de *Listeria monocytogenes* et de Shigella).

  La finalisation des méthodes d'hybridation de puce à ADN sur tissu pour d'autres pathogènes alimentaires et la validation de la performance interlaboratoire sont prévues au cours de l'exercice 2007-2008. L'Agence sera ainsi dotée d'instruments d'analyse plus efficaces, qu'elle utilisera dans le cadre de ses programmes d'inspection visant les toxi-infections alimentaires et sera en mesure de livrer les résultats dans des délais plus serrés. L'Agence a également coordonné une base de données de documents de référence pour transmettre cette information au sein des réseaux de laboratoires de microbiologie alimentaire du Canada à l'appui des enquêtes de traçabilité.

- Au cours de l'exercice, l'ACIA a également élaboré une méthode confirmative pour détecter dans les œufs la présence d'autres médicaments antibactériens. Par exemple, la disponibilité de certains médicaments sur Internet, en particulier auprès de fournisseurs étrangers, signifie qu'on ne peut écarter la possibilité de la présence d'antibactériens dans les œufs, en dérogation des directives de l'étiquette, par utilisation accidentelle ou usage non autorisé. La nouvelle méthode est

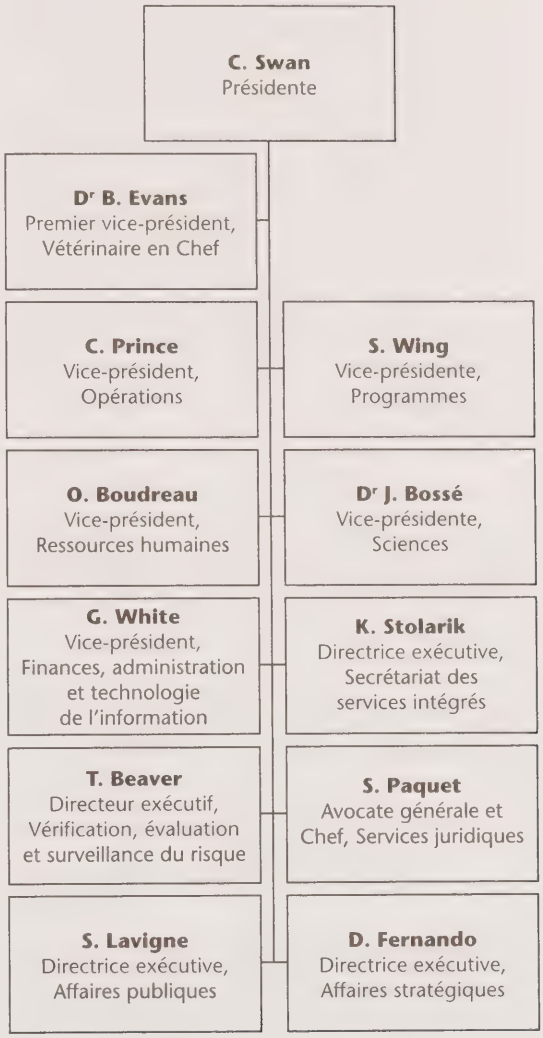
3.2 Information organisationnelle

L'ACIA a pour mandat de veiller à la santé et au bien-être des Canadiens, à l'environnement et à l'économie en préservant la salubrité des aliments, la santé des animaux et la protection des végétaux. Pour mener à bien ce mandat, l'ACIA compte sur près de 6 100 équivalents temps plein travaillant aux quatre coins du pays à la réglementation de la salubrité des aliments, de la santé animale et de la protection des végétaux.

Une présidente, qui est la première dirigeante de l'Agence, se trouve à la tête de l'ACIA. Elle supervise et dirige le travail et le personnel de l'Agence. La présidente relève du ministre de l'Agriculture et de l'Agroalimentaire. Un premier vice-président épaule la présidente dans son rôle.

Deux autres vice-présidents sont responsables de la prestation des programmes de l'Agence. La vice-présidente, Sciences, appuie les objectifs opérationnels de l'ACIA grâce aux travaux scientifiques effectués en laboratoire, aux évaluations du risque, au développement de la technologie et à la recherche. Le vice-président, Opérations, est tenu d'administrer et de mettre en application les diverses lois et les divers règlements de l'Agence. Une troisième vice-présidente, celle des Programmes, gère la politique et la conception des programmes et appuie la prestation opérationnelle des programmes de l'Agence.

Deux autres vice-présidents, quatre directeurs exécutifs, une avocate générale et un vétérinaire en chef offrent un appui stratégique et interne à l'exécution du mandat de l'Agence. Ils assument des fonctions comme les ressources humaines, les services intégrés, les services juridiques, la coordination parlementaire et réglementaire, la planification interne, les rapports et la responsabilisation, les relations fédérales, provinciales et territoriales, les affaires relatives à l'industrie, les affaires réglementaires et législative du Cabinet, la coordination des politiques horizontales et corporatives et les affaires publiques.



RÉSULTAT STRATÉGIQUE : Assurer la sécurité contre les menaces délibérées envers les réserves alimentaires et les ressources agricoles canadiennes

Sous-activité de programme : *Se préparer aux situations d'urgence*

Résultat prévu : *L'Agence est bien préparée à intervenir efficacement et rapidement dans les situations d'urgence*

Mettre à jour les ententes visant le plan de soutien à l'éradication des maladies animales exotiques avec les provinces et territoires. Élaborer un calendrier de mise en œuvre des ententes

Au cours de l'exercice 2006-2007, l'ACIA a signé des ententes avec la Nouvelle-Écosse, l'Île-du-Prince-Édouard, le Québec, le Manitoba, la Saskatchewan, l'Alberta et la Colombie-Britannique concernant le plan de soutien à l'éradication des maladies animales exotiques (SEMAE). Outre l'entente SEMAE signée avec l'Ontario en 2004, l'Agence a désormais signé huit des 13 ententes envisagées. Elle négocie à l'heure actuelle des ententes avec Terre-Neuve-et-Labrador, le Nouveau-Brunswick et le Yukon.

Les ententes SEMAE définissent les modalités de coordination en cas d'urgence ainsi que le rôle des organisations fédérales et provinciales, de même que celui des organismes privés, en cas de flambée de maladie animale exotique. Les maladies animales exotiques extrêmement contagieuses pourraient se propager à un rythme tel qu'aucun organisme à lui seul n'aurait la capacité requise pour y mettre un terme. Les ententes SEMAE permettent par conséquent une mobilisation rapide des ressources dans le cadre d'une intervention concertée en cas de flambée de maladie animale exotique. Elles font expressément état de la portée, du but, des activités, des responsabilités décisionnelles, des installations, des opérations, de la logistique et des communications requises pour une intervention à plusieurs niveaux.

Établissement de la réserve vétérinaire canadienne

Au cours de l'exercice 2006-2007, l'ACIA a pris les mesures requises pour la création d'une réserve vétérinaire nationale en concertation avec l'Association canadienne des médecins vétérinaires, les gouvernements provinciaux, les associations provinciales de vétérinaires et secrétaires généraux, de même que l'Agence de santé publique du Canada et Sécurité publique Canada. Cette initiative créera un registre du personnel ayant la formation voulue pour intervenir en cas d'urgence provoquée par une maladie animale exotique et renforcera la préparation du pays. Elle accroîtra la capacité du Canada à collaborer au niveau international pour s'attaquer à la source des risques émergents, sans porter atteinte à ses activités et opérations nationales.

Élaboration d'une stratégie d'élimination nationale pour l'ensemble du bétail

En 2006-2007, tirant les leçons du passé, le groupe de travail de l'ACIA sur la santé des animaux a élaboré quatre méthodes et procédures d'élimination différentes applicables en cas de flambée d'influenza aviaire. Par exemple, une des méthodes comporte une stratégie de compostage qui s'est révélée efficace pour détruire le virus. D'autres méthodes d'élimination peuvent être envisagées par l'Agence à l'avenir.

Établissement du Programme national sur la santé des animaux aquatiques

L'ACIA est le principal organisme fédéral chargé de l'élaboration du Programme national sur la santé des animaux aquatiques. Il s'agit d'un programme de réglementation à fondement scientifique visant les maladies des animaux aquatiques à déclaration ou notification obligatoire au Canada en raison de leurs répercussions éventuelles sur le commerce et l'économie du pays. Pêches et Océans Canada assume conjointement la prestation du programme par l'intermédiaire du Système de laboratoire national pour la santé des animaux aquatiques.

Le programme comporte quatre volets : surveillance des maladies, lutte contre les maladies, contrôle des importations et certification des exportations. Il s'inspire du programme national visant la santé des animaux terrestres de façon à satisfaire aux normes de gestion internationales applicables à la santé des animaux aquatiques.

Au cours de l'exercice 2006-2007, l'ACIA et Pêches et Océans Canada ont conclu un protocole d'entente et adopté conjointement un Cadre de gestion et de responsabilisation axé sur les résultats pour évaluer les résultats de l'élaboration et de la mise en œuvre du Programme national sur la santé des animaux aquatiques. L'ACIA a également doté en personnel sa Division de la santé des animaux aquatiques nouvellement créée et mis sur pied un Comité de la santé des animaux aquatiques. Par ailleurs, l'Agence a mis une dernière main à une ébauche de plan de surveillance national et à un projet de surveillance de la santé des mollusques avec la British Columbia Shellfish Growers Association pour raffiner les procédures d'échantillonnage et les méthodes de dépistage.

Sous-activité de programme : *Évaluer les produits agricoles*

Résultat prévu : *Les produits agricoles respectent les exigences des lois et de la réglementation fédérales*

Mise en œuvre de politiques de réglementation pour résoudre les principaux problèmes concernant les végétaux et les animaux issus de la biotechnologie

L'ACIA a travaillé avec d'autres ministères fédéraux à vocation réglementaire à la mise sur pied d'un comité interministériel VP/SMA pour s'attaquer aux questions de réglementation horizontale relatives à la biotechnologie et réaliser des progrès sur ce front. En 2006-2007 il s'agissait notamment d'élaborer et de mettre en œuvre un plan d'action visant les animaux issus de la biotechnologie, la moléculture, la biotechnologie aquatique, les problèmes d'application et de conformité, la surveillance de la recherche, la transparence ainsi que la mobilisation du public et les questions de gouvernance. L'ACIA a codirigé au nom du gouvernement du Canada la version préliminaire d'une stratégie réglementaire interministérielle révisée sur la biotechnologie de même qu'une initiative interministérielle pour améliorer la transparence horizontale et inciter le public à participer davantage dans le domaine de la biotechnologie.

En outre, l'ACIA a élaboré un plan de travail actualisé pour s'attaquer aux principales questions horizontales et verticales telles que la moléculture, la présence adventiste, les animaux issus de la biotechnologie et les microbes. L'ACIA a également élaboré ou mis à jour une série de documents de communication et déployé une série d'activités de communication concernant la réglementation de la biotechnologie agricole. L'ACIA a révisé la ressource intitulée *Réglementation de la biotechnologie agricole au Canada – Guide aux éducateurs*, qu'elle met à la disposition des enseignants des établissements postsecondaires, et elle a effectué une consultation en ligne de même qu'une consultation à l'échelle interministérielle sur l'élaboration de lignes directrices réglementaires pour la moléculture à des fins commerciales.

Lignes directrices sur le confinement des phytoravageurs

Pour empêcher que les phytoravageurs ne s'échappent dans l'environnement, il est nécessaire de disposer de directives claires et explicites décrivant les caractéristiques physiques et les pratiques opérationnelles que doivent respecter les laboratoires chargés de manipuler des phytoravageurs exotiques envahissants. En réponse à ce besoin en 2006-2007, l'ACIA a élaboré des normes sur le confinement des installations manipulant les phytoravageurs qui serviront de base à l'approbation par l'Agence d'installations de confinement et de laboratoires respectant des niveaux de risque, de moyen à élevé. Les normes seront également utiles pour évaluer les installations de confinement présentant une demande de permis d'importation de phytoravageurs. Les normes devraient être parachevées pour le 31 mars 2008 et entreront en vigueur le 1er janvier 2009.

> **Sous-activité de programme :** *Protéger les animaux d'élevage et les animaux aquatiques du Canada*
>
> **Résultat prévu :** *L'industrie se conforme aux lois et à la réglementation fédérales concernant le bétail*

Direction de l'élaboration du Cadre d'orientation de la Stratégie nationale intégrée sur la santé des animaux

En 2006-2007, les organisations gouvernementales (y compris l'AFFC et d'autres organisations fédérales, provinciales et territoriales) et les organisations non gouvernementales, l'industrie et le grand public ont travaillé en concertation pour élaborer cette nouvelle initiative qui a mobilisé par ailleurs des comités interministériels à l'échelle fédérale, provinciale et territoriale, en particulier le Conseil canadien des médecins vétérinaires en chef, le Conseil des médecins hygiénistes et le Comité des directeurs canadiens de la faune. La Stratégie nationale sur la santé des animaux (SNSA) est une initiative coordonnée par l'ACIA dont le but est d'offrir un cadre pour optimiser et améliorer la santé et le bien-être des animaux canadiens, par la coordination des activités des gouvernements, des universités, des secteurs industriels et des groupes voués à la santé animale. Le cadre pour le système intégrée de santé animale répondant à la vision de la SNSA trouve un juste équilibre entre les intérêts des animaux et ceux des êtres humains et de l'écosystème. La Stratégie met l'accent sur la recherche et l'élaboration d'une série de documents se rapportant à la SNSA en vue d'alimenter la discussion entre les partenaires et elle couvre différentes populations animales, notamment la faune, les animaux d'élevage, les animaux de compagnie, les animaux aquatiques, les animaux de laboratoire et les animaux des parcs zoologiques. La SNSA sera publiée en juillet 2008 et assortie d'un plan d'action à court et à long termes.

Amélioration du dépistage des maladies animales et du retraçage des animaux pour l'ensemble du bétail

En 2006-2007, l'ACIA continue à participer activement avec d'autres partenaires fédéraux, provinciaux et territoriaux et les intervenants à l'établissement d'un système national de traçabilité grâce à un processus lancé sous l'égide du Cadre stratégique pour l'agriculture. Les systèmes de traçabilité sont des outils d'information qui appuient les stratégies de gestion des situations d'urgence telles que la prévention, la préparation, l'intervention et la reprise des activités, quel que soit le risque (p. ex., catastrophes naturelles, flambées de maladie, incidents relatifs à la salubrité des aliments, bioterrorisme), les possibilités de marché (p. ex., en fournissant des liens conduisant à une information authentique sur des attributs tels que l'âge du bétail) et la gestion de la chaîne d'approvisionnement. L'ACIA et Agriculture et Agroalimentaire Canada sont des chefs de file dans le processus de consultation de l'industrie. En outre, le mandat de l'ACIA inclut l'élaboration de fondements réglementaires par le processus de modification en vertu du *Règlement sur la santé des animaux*.

destinées à l'inspection ont été accrues afin d'accélérer les formalités et de renforcer l'uniformité des inspections à destination. L'ACIA pourra ainsi répondre plus aisément aux demandes du marché. Cette activité devrait également renforcer la confiance du département de l'Agriculture des États-Unis quant à l'équivalence du Système canadien de délivrance de permis et d'arbitrage, lequel utilise les inspections à destination aux fins de la résolution des différends, ce qui sera avantageux pour les exportateurs canadiens. Le Service d'inspection à destination a été inauguré en avril 2007.

Sous-activité de programme : *Certifier les exportations*

Résultat prévu : *L'Agence respecte les exigences d'autres gouvernements en matière d'exportation*

Développement et mise en œuvre d'un système de certification électronique des exportations

Les Canadiens et leurs partenaires commerciaux internationaux exigent une sécurité accrue et des systèmes de documentation plus rapides et efficients pour traiter les échanges commerciaux, dont le volume va en augmentant. L'ACIA passe à l'heure actuelle du support papier à un système de certification électronique qui attestera que les produits canadiens respectent les exigences réglementaires du pays d'importation. Ce système vérifiera aussi la situation des chargements en regard de la réglementation et communiquera des renseignements équivalents aux pays d'origine concernant les importations canadiennes. La capacité de certification électronique aidera à consolider la position du Canada et sa participation aux organisations internationales à vocation normative.

Au cours de l'exercice 2006-2007, l'ACIA a reçu l'approbation de sa proposition de projet de certification électronique et de ses plans de travail pour transmettre par voie électronique la documentation sur l'importation et l'exportation dans certains domaines d'intérêt (p. ex., l'exportation des viandes) dans les cinq ans. L'ACIA participe à des groupes de travail multilatéraux pour élaborer le cadre de certification électronique des systèmes d'exportation. Le système informatisé de l'ACIA sera le premier à avoir une interface directe avec l'industrie et les gouvernements étrangers. Les premiers projets pilotes sur l'exportation de viandes prévus avec des intervenants de l'industrie auront lieu en 2007-2008 et la proposition pilote de certification électronique phytosanitaire sera présentée à l'Organisation nord-américaine pour la protection des plantes (NAPPO) en 2007-2008.

RÉSULTAT STRATÉGIQUE : Assurer le maintien des ressources végétales et animales

Sous-activité de programme : *Protéger les cultures et les forêts canadiennes*

Résultat prévu : *L'entrée et la propagation au pays des maladies et des parasites des végétaux réglementés sont sous contrôle*

Espèces exotiques envahissantes

L'ACIA collabore avec Environnement Canada pour élaborer et mettre en œuvre des plans d'action afin d'empêcher l'introduction d'espèces exotiques envahissantes au Canada. En 2006-2007, l'Agence a fait des progrès remarquables dans sa lutte contre les végétaux terrestres exotiques envahissants et les phytoravageurs. L'Agence a mené plusieurs activités : élaboration du cadre canadien sur les végétaux terrestres envahissants, réalisation d'une analyse des voies de propagation du Sirex européen du pin, renforcement de la capacité à l'appui de l'évaluation du risque, surveillance et identification des végétaux envahissants et des phytoravageurs, établissement d'un réseau national d'expertise pour la protection des végétaux, élaboration d'un programme national de surveillance des espèces exotiques envahissantes préoccupantes et renforcement de la capacité des laboratoires à détecter et à identifier les phytoravageurs exotiques envahissants.

Au cours des deux dernières années, l'ACIA a travaillé en étroite collaboration avec les organismes centraux dans le cadre de trois projets pilotes d'examen de la réglementation, à savoir : modernisation du cadre de réglementation des semences, modernisation du cadre de réglementation des engrais et pratiques commerciales équitables et conformes à l'éthique. Les projets pilotes de modernisation du cadre réglementaire des semences et des engrais ont montré très clairement les avantages qui peuvent découler du dialogue permanent entre les intervenants eux-mêmes et entre les intervenants et les gouvernements pour améliorer l'efficacité et l'efficience en matière de réglementation. La circulation bidirectionnelle de l'information améliore l'information et la compréhension entre les parties et contribue à une plus grande transparence, prévisibilité et pertinence du processus réglementaire, en plus d'accroître le sentiment d'appartenance de la part des intervenants. Le programme pilote sur le commerce équitable et éthique montre également les avantages d'un solide partenariat entre l'industrie et le gouvernement, et de la création d'un organisme consultatif permanent. Il a instauré une collaboration industrielle le long de la chaîne de valeur de même qu'une collaboration avec les autres gouvernements, en particulier ceux des États-Unis et du Mexique.

Le Partenariat nord-américain pour la sécurité et la prospérité (PSP)

L'ACIA a participé à la mise en place d'un groupe de travail trilatéral sur la salubrité des aliments en décembre 2005 afin de définir les grandes étapes et les initiatives découlant du plan de travail sur les systèmes de réglementation pour les aliments et l'agriculture, qui fait partie du Partenariat nord-américain pour la sécurité et la prospérité. Les grandes étapes seront les suivantes : établir ou mettre en évidence un mécanisme nord-américain de coordination de la salubrité des aliments pour faciliter la conception et l'élaboration en concertation de normes communes, au besoin; passer en revue les normes sur la salubrité alimentaire afin de mettre évidence et d'évaluer, sur une base scientifique, les différences en vue de les supprimer au besoin, lorsque c'est pertinent; et échanger de l'information sur les questions de salubrité des aliments pour protéger et promouvoir la santé publique en Amérique du Nord.

Le Groupe de travail sur la salubrité des aliments a convenu de s'attaquer dans un cadre trilatéral aux priorités suivantes : élaboration d'approches communes en matière de gestion des risques pour la production de fruits et légumes frais dans des conditions de salubrité, dans le but de réduire les pathogènes dans les produits identifiés au préalable comme étant des vecteurs possibles de maladies alimentaires (p. ex., les cantaloups, les laitues, les tomates, les germes et les petits fruits). On a convenu de faire appel au Groupe de travail technique SPS sur les produits laitiers, les fruits et légumes et les aliments transformés relevant du Comité des mesures sanitaires et phytosanitaires (SPS) de l'ALENA, pour s'attaquer à cette priorité. L'ACIA a été l'hôte d'une réunion du Groupe de travail en septembre 2006 en vue d'entreprendre la comparaison des bonnes pratiques agricoles dans les trois pays et elle a participé par la suite à des conférences téléphoniques trilatérales pour surveiller les progrès de cette activité.

> **Sous-activité de programme :** *Protéger les consommateurs et le marché contre les pratiques déloyales*
>
> **Résultat prévu :** *L'Agence décourage l'adoption de pratiques commerciales trompeuses et inéquitables*

Remaniement du programme d'inspection à destination

L'ACIA propose un service d'inspection à destination aux acheteurs de fruits et légumes frais expédiés afin de fournir un rapport d'inspection impartial pour la résolution de différends entre acheteurs et fournisseurs concernant la qualité des produits.

Le 31 mars 2006, l'ACIA a entrepris l'élaboration du Service d'inspection à destination afin d'améliorer les services d'inspection des fruits et légumes frais du secteur agricole canadien au cours des trois prochaines années. Dans le cadre de cette initiative, les ressources expressément

RÉSULTAT STRATÉGIQUE : Protéger les consommateurs au moyen d'un régime de réglementation juste et efficace pour les aliments, les animaux et les végétaux à l'appui de marchés compétitifs nationaux et internationaux

Sous-activité de programme : *Faciliter la réglementation fondée sur la science*

Résultat prévu : *L'Agence applique des principes scientifiques éprouvés et actuels pour l'élaboration de normes, de procédures et de méthodes opérationnelles nationales*[43]

Contribuer à l'initiative d'excellence et d'innovation en sciences du gouvernement
En tant que membre des organismes fédéraux à vocation scientifique, l'ACIA participe à l'élaboration d'une vision commune et d'un plan de mise en œuvre traitant des sciences et de l'innovation au sein du gouvernement fédéral. À cet égard, l'ACIA a joué un rôle de premier plan dans l'élaboration de plans d'action pour lever les obstacles relatifs aux ressources financières, humaines ou à l'infrastructure et nécessaire afin de s'attaquer aux défis nationaux que le Canada doit relever. Les résultats de ces plans devraient améliorer la capacité et l'aptitude du système national d'innovation à renforcer la prospérité économique du pays et à améliorer la qualité de vie des Canadiens.

Sous-activité de programme : *Assurer un cadre réglementaire efficace*

Résultat prévu : *L'Agence veille au maintien d'un cadre de réglementation national transparent, fondé sur des principes scientifiques éprouvés et des résultats*

Contribuer à la Stratégie de mise en œuvre de la réglementation intelligente du gouvernement
L'ACIA a participé activement à la mise en œuvre de la réglementation intelligente depuis le lancement de l'initiative par le gouvernement, en réponse au rapport du Comité consultatif externe sur la réglementation intelligente déposé en septembre 2004.

Au cours des deux dernières années, l'ACIA a fait d'importants progrès pour donner suite aux objectifs qu'elle s'est fixés : améliorer sa capacité d'élaboration de politiques, améliorer le processus d'élaboration réglementaire et renforcer les communications et les mécanismes de consultation. Un processus d'identification et de répartition des problèmes a été défini afin d'identifier et de confirmer les modes de consultation, deux éléments clés d'un régime réglementaire plus transparent et efficace.

Au cours de l'exercice 2006-2007, la directive gouvernementale a été clarifiée par la nouvelle directive du Cabinet sur la rationalisation de la réglementation en novembre 2006 et par le Budget de 2007. Cette directive, qui est entrée en vigueur le 1er avril 2007, met davantage l'accent sur la gestion du cycle de vie ainsi que sur la collaboration et la coopération interministérielles et intergouvernementales, l'établissement d'objectifs mesurables et l'analyse quantitative coûts-avantages, éléments qui ont tous pour vocation d'optimiser les avantages nets de la réglementation.

La nouvelle directive du Cabinet renforce également la gestion réglementaire en privilégiant l'amélioration de la perspective analytique des questions relatives à la compétitivité, au commerce et au fardeau des entreprises. En ce sens, elle se rattache directement à l'Initiative d'allégement du fardeau de la paperasserie adoptée par le gouvernement et elle est appuyée par cette initiative. Au cours des deux dernières années, l'ACIA a participé activement au groupe de travail du portfolio ainsi qu'au groupe de travail interministériel, sous la direction d'Industrie Canada. En 2006-2007, l'ACIA a joué un rôle déterminant en aidant les représentants d'Industrie Canada à planifier les exercices de dénombrement et de rationalisation et à élaborer le guide associé à l'Initiative d'allégement du fardeau de la paperasserie.

---

43 L'ACIA reconnaît que le résultat prévu repose sur une activité et non un résultat. Toutefois, comme le résultat prévu a été présenté dans le *Rapport sur les plans et les priorités*, l'Agence doit rendre compte des résultats dans le présent *Rapport sur le rendement*. Un examen et une révision de l'AAP de l'Agence menés récemment, notamment l'élaboration de résultats prévus reposant sur un résultat, porteront sur cette question.

production des aliments et de définir les moyens de les maîtriser. Le système HACCP met en œuvre un dispositif de prévention à l'appui de la salubrité des aliments par la maîtrise des points critiques tout au long de la chaîne de fabrication aux étapes considérées comme des points critiques. La connaissance de ces points critiques permet aux transformateurs de détecter et de maîtriser les risques avant que les produits ne soient distribués. Alors qu'il s'agissait d'un protocole d'application volontaire par le passé, le système HACCP est devenu obligatoire pour tous les établissements agréés de viande et de volaille en 2005 et obligatoire pour les établissements produisant du poisson en 1997. L'application du protocole se fait toutefois sur une base volontaire dans les autres secteurs.

Pour qu'un établissement de transformation de la viande obtienne l'accréditation HACCP, il doit faire la preuve qu'il satisfait à diverses conditions définies par la réglementation. À la fin de la période de déclaration de 2006-2007, les 771 établissements de production de viande et de volaille agréés au fédéral avaient été évalués par l'ACIA pour assurer la conformité à l'adoption obligatoire du protocole HACCP.

Résultat prévu : *Les incidents liés à la salubrité des aliments qui quittent les établissement non enregistrés au fédéral et qui sont produits par eux sont réglés*

Participer à l'élaboration d'une stratégie nationale sur la salubrité des aliments

Les représentants fédéraux, provinciaux et territoriaux chargés de la réglementation des aliments se sont réunis en 2006 et ils ont réalisé des progrès en ce qui a trait à l'élaboration d'une démarche plus intégrée visant la salubrité des aliments. L'ACIA a joué à cet égard un rôle de premier plan, dans le but de protéger les Canadiens contre les risques évitables dans le secteur alimentaire en renforçant sa capacité décisionnelle et en améliorant la transparence de ses communications. Les partenaires ont mis sur pied des groupes d'experts chargés d'étudier les problématiques liées aux pathogènes, aux produits chimiques et à la valeur nutritionnelle et ils ont élaboré la justification des mesures de rendement en santé publique.

Sous-activité de programme : *Contrôler la transmission de maladies animales aux humains*

Résultat prévu : *Les maladies animales transmissibles aux humains sont sous contrôle dans les populations animales*

Élaborer des systèmes intégrés d'analyse et de surveillance des zoonoses

L'ACIA a travaillé à la mise sur pied d'un réseau canadien de laboratoires fédéraux, provinciaux et universitaires spécialisés en santé animale qui assureront la surveillance des maladies animales exotiques et des maladies émergentes. À l'avenir, le réseau a l'intention de se rattacher au Réseau des laboratoires de santé publique du Canada et au United States of America Health Laboratory Network.

Faciliter la reconnaissance du Centre scientifique canadien de santé humaine et animale (Winnipeg) comme laboratoire de référence internationale pour l'influenza aviaire et l'encéphalopathie spongiforme bovine (ESB)

Le 31 mai 2006, l'Organisation mondiale de la santé animale (OIE) a annoncé que le Centre scientifique canadien de santé humaine et animale de Winnipeg avait été choisi en tant que laboratoire de référence pour l'influenza aviaire et l'ESB. Ce laboratoire de référence ainsi que celui de l'ACIA à Lethridge élaboreront de nouvelles procédures de diagnostic et de lutte contre ces maladies, coordonneront la recherche et assureront la formation et les diagnostics pour les autres pays membres de l'OIE, seront désormais des centres d'expertise et de normalisation pour l'influenza aviaire et l'ESB. Le Laboratoire de référence pour l'ESB est le premier du genre dans les Amériques et il n'existe que quatre établissements de ce type dans le monde. Cette désignation rend hommage à l'excellente réputation de l'ACIA en tant qu'organisme à vocation scientifique doté de laboratoires de calibre mondial et ayant à son service quelques-uns des plus grands experts mondiaux en santé animale.

Voir les faits saillants sur l'ESB et l'influenza aviaire à la section 2.3.1b

3. INFORMATION SUPPLÉMENTAIRE

3.1 Initiatives spéciales

Aller de l'avant face aux principaux défis

Rapport sur les initiatives spéciales : Dans son *Rapport sur les plans et les priorités* de 2006-2007, l'ACIA a mis en évidence les principaux problèmes et risques auxquels elle est confrontée, et elle a établi un plan pour s'attaquer à ces questions, notamment au moyen d'initiatives spéciales. Ces initiatives à long terme constituent le programme stratégique de l'Agence.

Conformément à l'engagement qu'elle a pris de procéder à une planification fondée sur le risque et d'intégrer la gestion du risque à tous les processus décisionnels, l'ACIA a cerné dix principaux défis et risques (voir section 1.3) pour atteindre ses résultats stratégiques. Consciente que certains risques, tels que les maladies d'origine alimentaire, les zoonoses et l'introduction et la propagation de maladies animales et végétales, existeront sans doute toujours, l'Agence se donne comme objectif d'en réduire la probabilité et les conséquences en renforçant sa capacité de les gérer. Tout autres risques, devrait pouvoir être atténué entièrement avec le temps grâce à une planification soigneuse et à la mise en œuvre de ses stratégies d'atténuation du risque. Les initiatives présentées dans la section qui suit sont organisées selon l'Architecture des activités du programme et contribuent directement à atténuer les principaux risques stratégiques. Les principales stratégies d'atténuation du risque sont identifiées tout au long de la section par le symbole «  ».

RÉSULTAT STRATÉGIQUE : **Protéger les Canadiens contre les risques évitables pour la santé liés à la salubrité des aliments ou à la transmission de maladies animales aux humains**

> **Sous-activité de programme :** *Gérer les risques liés à la salubrité des aliments*
>
> **Résultat prévu :** *Les aliments qui quittent les établissements enregistrés au fédéral à des fins de commerce interprovincial ou d'exportation ou qui sont importés au Canada sont salubres et propres à l'alimentation humaine*



Rendre les programmes de contrôle des importations plus uniformes

Les Canadiens consomment une grande variété d'aliments provenant d'un plus large éventail de sources qu'auparavant. La gestion des risques pour la salubrité des aliments associée aux produits importés présente des défis qui diffèrent de ceux associés aux aliments produits au pays. En 2006-2007, l'ACIA a effectué la mise à jour et la promotion de la publication intitulée *Bonnes pratiques d'importation pour les aliments*, dont la dernière mise à jour remontait à 1998. Ce code de pratique volontaire qui s'adresse aux importateurs d'aliments leur fournit des lignes directrices sur la façon de mettre en place des contrôles d'hygiène efficaces pour assurer la salubrité des aliments et faire en sorte que les produits importés satisfassent aux exigences réglementaires du Canada. Bien que certains chapitres ne s'appliquent pas forcément à tous les importateurs, la publication a l'ambition d'être utilisée à l'échelle de l'industrie. Elle se révélera également utile pour les inspecteurs de l'ACIA aux fins de l'évaluation des contrôles d'importation des aliments et aidera également l'Agence à définir de manière plus ciblée ses priorités en matière d'inspection.



Continuer à élargir et à intégrer l'approche d'analyse des risques et de maîtrise des points critiques (HACCP)

Le système HACCP est une démarche de prévention systématique en vue de déterminer et d'évaluer les dangers et les risques associés à la

plus rapides des contaminants alimentaires microbiens. Par ailleurs, l'ACIA a financé des mises à niveau du matériel et de l'infrastructure de ses laboratoires dans toutes les régions du pays pour renforcer leur capacité d'intervention.

Toutes les situations de protection de la santé et de la sécurité comportent un aspect géographique. Les représentations visuelles de l'information géographique jouent par conséquent un rôle essentiel dans la capacité d'intervention efficace de l'ACIA en cas d'incident touchant les aliments, les animaux ou les végétaux du pays. En 2006-2007, l'ACIA a utilisé les fonds de l'initiative SPA pour préparer la Charte du projet SIG et le Plan en vue de l'élaboration d'un système d'information géographique. Les fonds ont également été utilisés pour assurer l'entretien du matériel, conserver les licences de logiciels et de télécommunications de son Centre national des opérations d'urgence, en faisant fond sur les mises à niveau réalisées en 2005-2006.

Au cours de l'exercice 2006-2007, l'Agence a également mis à jour et à niveau son système d'administration des listes de contacts. Dans les situations d'urgence, ou lorsqu'elle traite de questions urgentes, l'Agence doit être en mesure de communiquer rapidement par courriel avec l'industrie et d'autres ministères. Pour faciliter de meilleures interventions en cas d'urgence, l'ACIA a entrepris l'élaboration d'un site Web renfermant l'ensemble des coordonnées de s es personnes-ressources, afin de faciliter la communication rapide entre intervenants.

L'ACIA avait comme objectif pour l'implantation du Système national d'intervention en cas d'urgence de mettre en œuvre tous les aspects du système. Elle a rencontré cet objectif lui permettant de mobiliser ses forces dans une intervention fédérale concertée pour faire face à une urgence qui pourrait toucher la salubrité des aliments, la santé des animaux ou la protection des végétaux.

En 2006-2007, l'ACIA a continué de participer au Groupe de travail sur la préparation en situation d'urgence de la Coopération trilatérale, mis sur pied pour renforcer la capacité du Canada, des États-Unis et du Mexique à intervenir en cas d'urgence, y compris les urgences alimentaires, pouvant toucher plus d'un pays participant. Le plan de travail du groupe appuie les objectifs du Partenariat nord-américain pour la sécurité et la prospérité, effort trilatéral visant à accroître la sécurité et la prospérité des trois pays par une plus grande coopération et un échange d'information.

L'Agence a utilisé les fonds destinés à la stratégie de Sécurité publique et de Lutte contre le terrorisme pour améliorer sa capacité à gérer les situations d'urgence, en particulier l'influenza aviaire. Trois mesures ont été prises à l'appui de cet objectif. Premièrement, l'Agence a remanié son questionnaire épidémiologique, qui est devenu un questionnaire d'enquête sur les lieux en cas de maladie aviaire, afin de recueillir de manière systématique des renseignements complets et précis sur les lieux faisant l'objet d'une enquête. Deuxièmement, l'Agence a intégré le questionnaire au Système canadien de gestion des interventions d'urgence du Web afin de faciliter l'accès et le partage de l'information au cours des situations d'urgence. Troisièmement, l'ACIA a donné la formation voulue à son personnel de terrain dans toutes les régions du pays pour qu'il sache utiliser le questionnaire et le Système canadien de gestion des interventions d'urgence.

Bien que ces activités visent à améliorer l'inter-vention de l'Agence face à l'influenza aviaire qui est une maladie à déclaration obligatoire, la formation du personnel et la polyvalence du Système canadien de gestion des interventions d'urgence présentent des avantages supplémentaires en renforçant la capacité de l'organisme à faire face à d'autres maladies animales exotiques et à d'autres situations d'urgence.

2.3.4b Sous-activité de programme : Améliorer la capacité d'intervention en cas d'urgence

Outre sa préparation en vue d'intervenir, dans le cadre d'exercices conjoints, l'ACIA joue un rôle important dans l'intervention d'urgence face aux menaces délibérées. Les enquêtes de première ligne et le savoir-faire scientifique de l'Agence, ainsi que son vaste réseau de laboratoires dispersés ont accru sa capacité à déceler d'éventuels contaminants, ce qui renforce sa capacité d'intervention.

Sur les 23,8 millions de dollars dépensés par l'ACIA pour atteindre ce résultat stratégique, environ 22,6 millions ont été consacrés au renforcement de la capacité d'intervention d'urgence de l'Agence.

Résultat prévu : *L'Agence a la capacité voulue pour intervenir dans les situations d'urgence*

En 2006-2007, l'ACIA a continué d'accroître la capacité de ses laboratoires à faire face aux menaces délibérées pesant sur l'approvisionnement alimentaire et les ressources animales et végétales. Au nombre des améliorations, mentionnons le resserrement des mesures et procédures de biosécurité ainsi que l'accroissement de la capacité et l'amélioration de l'infrastructure des laboratoires.

En particulier, l'ACIA a élaboré des lignes directrices et des normes pour le confinement des agents pathogènes végétaux et animaux, et elle a collaboré avec ses partenaires fédéraux, provinciaux et internationaux pour renforcer son réseau de diagnostic vétérinaire. L'Agence a aussi élaboré de nouvelles méthodes d'analyse

Tableau 2.3.4b.1 – Ressources financières : *Améliorer la capacité d'intervention en cas d'urgence*

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
24,9	30,2	22,6	4 %

Le gouvernement du Canada s'est engagé à protéger les Canadiens contre les menaces délibérées pesant sur leur sécurité. En vertu de la *Loi sur la protection civile*, l'Agence a pour mandat d'être prête à intervenir dans les situations d'urgence liées à la salubrité des aliments, à la santé des animaux et à la protection des végétaux, ainsi que dans toute situation se rapportant aux programmes dont elle a la responsabilité. Les menaces chimiques, physiques et biologiques à l'égard des êtres humains peuvent prendre la forme d'une contamination délibérée de l'environnement, des aliments et de l'eau. Quant aux ressources végétales et animales du Canada, elles peuvent être mises en danger par l'introduction délibérée de maladies animales exotiques ou de phytoravageurs dangereux.

Le programme de protection civile de l'ACIA met l'accent sur des stratégies qui peuvent aider l'Agence et ses partenaires à être prêts à intervenir rapidement et efficacement en cas d'urgence touchant la salubrité des aliments, à la santé des animaux ou à la protection des végétaux, y compris les menaces délibérées. Ces stratégies font partie de l'initiative Sécurité publique et antiterrorisme (SPA) du gouvernement du Canada, fer de lance de la Politique canadienne de sécurité nationale.

Pour atteindre ce résultat stratégique, l'ACIA travaille en collaboration avec plusieurs partenaires, dont Sécurité publique Canada, l'Agence de santé publique du Canada et les gouvernements provinciaux et territoriaux, ainsi que des municipalités et les autorités chargées de l'application de la loi.

En 2006-2007, l'Agence a consacré environ 4 p. 100 de son budget à ce résultat stratégique.

2.3.4a Sous-activité de programme : Se préparer à intervenir en cas d'urgence

On ne connaît son véritable niveau de préparation que lorsqu'on est confronté à la réalité. L'ACIA continue d'élaborer et de mettre à jour les plans d'intervention d'urgence qui relèvent de son mandat, et elle prend part à des exercices d'intervention, en qualité de participant ou aux commandes. Ces exercices lui donnent la possibilité de mettre à l'épreuve, d'évaluer et de raffiner ses méthodes au besoin.

Sur les 23,8 millions de dollars dépensés par l'ACIA pour atteindre ce résultat stratégique, environ 1,2 million ont été consacrés aux activités de préparation en vue des interventions d'urgence.

> **Résultat prévu :** *L'Agence est bien préparée à intervenir efficacement et rapidement dans les situations d'urgence*

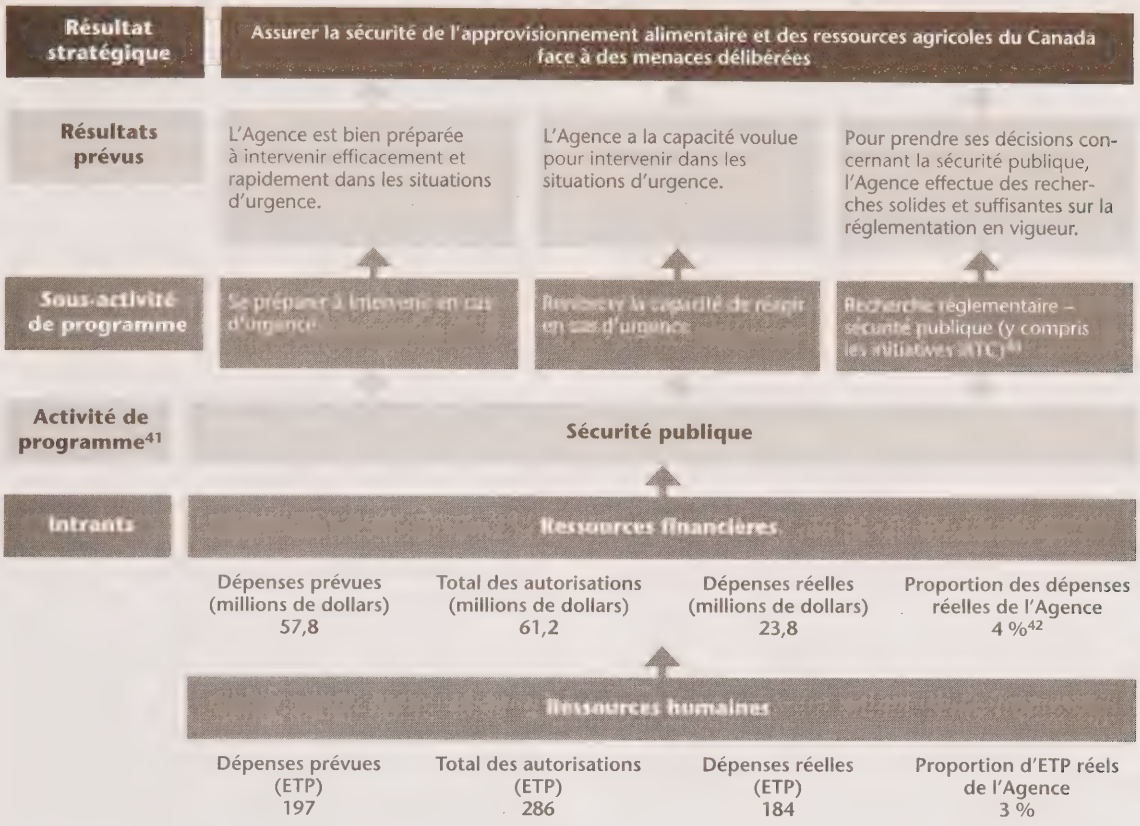
Les interventions en cas d'urgence sont souvent des exercices compliqués auxquels participent de nombreux partenaires. Pour que l'on puisse lancer une intervention efficace et intégrée dans une situation d'urgence où la sécurité agricole et alimentaire est menacée, il faut que tous les acteurs en place comprennent bien leurs rôles et responsabilités respectifs et que l'information nécessaire à la prise de décision parvienne rapidement aux exécutants. De nombreux ministères fédéraux, les provinces et les territoires, les autorités municipales, de même que les États-Unis et d'autres, jouent un rôle clé en cas d'intervention d'urgence. Par conséquent, il y a lieu d'établir des liaisons intergouvernementales efficaces.

Tableau 2.3.4a.1 – Ressources financières : *Se préparer à intervenir en cas d'urgence

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
32,9	31,0	1,2	<1 %

* La présentation au Conseil du Trésor concernant l'influenza aviaire comportait un renvoi en vue d'inclure les ressources comme point sous le Cadre général de sécurité publique et antiterrorisme. Dès lors, les chiffres concernant les dépenses prévues et les autorisations pour la sous-activité « Se préparer à intervenir en cas d'urgence » reflètent le financement accru (31 millions et 28,8 millions de dollars respectivement) accordé pour la préparation en cas d'influenza aviaire et de pandémie. Les chiffres des dépenses réelles ont été codés par les gestionnaires de programme sous « Protéger les animaux d'élevage du Canada » et « Contrôler la transmission de maladies animales aux humains ». En 2007-2008 et les années suivantes, l'allocation budgétaire sera adaptée en conséquence.

2.3.4 Résultat stratégique : Assurer la sécurité de l'approvisionnement alimentaire et des ressources agricoles du Canada face à des menaces délibérées



Résultats atteints : En 2006-2007, l'Agence a atteint les deux objectifs de rendement qu'elle s'était fixés dans le cadre de ce résultat stratégique. L'Agence a mis en œuvre plusieurs initiatives pour se préparer et être apte à intervenir en cas de menace délibérée pesant sur les réserves alimentaires et les ressources agricoles canadiennes, notamment en redoublant de vigilance et en entreprenant des activités de détection précoces.

---

40 En raison de l'effort déployé par l'Agence pour mettre l'accent sur l'information concernant le rendement par rapport aux résultats stratégiques et compte tenu du fait que la recherche réglementaire repose sur des activités, ces activités sont présentées à la section 3.3.

41 L'Agence reconnaît que l'évaluation de l'impartialité de l'information sur le rendement nécessite la prise en compte de la pertinence. L'information sur le rendement est pertinente si les résultats présentés portent sur les résultats obtenus dans le cadre de l'activité de programme connexe et les extrants recensés. Comme la Politique sur la structure de gestion des ressources et des résultats (SGRR) du Conseil du Trésor n'exige aucun énoncé des extrants pour la période de déclaration de 2006-2007, ceux-ci n'ont pas été inclus dans la chaîne de résultats de 2006-2007. L'examen et révision de l'AAP de 2008-2009 de l'Agence porteront sur les extrants; par conséquent, ces derniers seront inclus dans les chaînes de résultats pour la période de déclaration de 2008-2009.

42 La proportion des dépenses de l'Agence allouées à ces sous-activités ne correspond pas à la proportion des dépenses consacrées au résultat stratégique du fait qu'on a arrondi au point de pourcentage le plus près.

Vaccin contre le circovirus porcin

En 2006, le syndrome de dépérissement post-sevrage multisystémique (SDPM), ou maladie associée au circovirus porcin, a durement frappé l'industrie porcine. Les maladies associées au circovirus porcin, dont le SDPM, sont répandues au Canada et dans le monde entier. Des facteurs tels que la prédisposition génétique, l'émergence d'une nouvelle souche du virus de circovirus porcin de type 2 (PCV2) et l'interaction avec d'autres agents infectieux communs (comme les virus et le mycoplasme), ainsi que des facteurs liés à la gestion semblent également jouer un rôle dans cette maladie.

Le syndrome peut avoir des effets dévastateurs sur les producteurs ainsi que sur l'industrie porcine dans son ensemble. Il ne relève toutefois pas du mandat de l'Agence canadienne d'inspection des aliments en ce qui a trait au contrôle et à l'éradication des maladies, qui vise surtout les maladies animales exotiques ainsi que les maladies posant une menace pour la santé publique et la salubrité des aliments.

Les agents de l'ACIA chargés de la réglementation ont travaillé, sur une base prioritaire, à l'examen et à l'approbation de vaccins contre le PCV2 ainsi qu'à l'émission de permis d'importation pour le vaccin disponible. À l'heure actuelle, trois vaccins sont offerts au Canada. On peut se les procurer en cas d'urgence, sous supervision vétérinaire.

Approbation de végétaux ayant des caractères nouveaux et inspection des essais au champ dans des conditions de confinement

L'ACIA règlemente et autorise les végétaux ayant des caractères nouveaux qui sont importés ou disséminés dans l'environnement naturel[39]. Grâce au programme d'essais au champ dans des conditions de confinement mis en place par l'Agence, les promoteurs peuvent effectuer de la recherche sur leurs produits et déterminer comment ils se comportent dans l'environnement, tandis que l'ACIA détermine si le produit est adéquatement contrôlé et confiné. L'Agence définit les modalités particulières de la réalisation de ces essais.

L'objectif du taux de conformité pour la surveillance des essais au champ dans des conditions de confinement est de 90 p. 100. Tant en 2006-2007 qu'en 2005-2006, le taux de conformité pour la surveillance des essais au champ dans des conditions de confinement a été de 94 p. 100, soit supérieur à l'objectif qui était de 90 p. 100. Au moment où des problèmes liés à la conformité ont été identifiés (soit le 6 p. 100 restant), l'ACIA à émis des lettres de conformité décrivant les mesures correctives qui s'imposaient et a mené des inspections lorsque nécessaire afin de s'assurer que ces mesures avaient bel et bien été mise en place. Aucun incident de non-conformité n'a posé de risque pour l'environnement ou la sécurité. En 2006-2007, l'ACIA a approuvé huit nouveaux végétaux ayant des caractères nouveaux en vue de leur dissémination dans l'environnement. Au 31 mars 2007, le nombre total de nouveaux végétaux ayant des caractères nouveaux était de 57.

L'ACIA participe également à des consultations et à l'élaboration de politiques dans les principaux domaines de la biosécurité végétale, notamment la moléculture et la présence adventice. On appelle moléculture (ou moléculture végétale) l'utilisation des plantes pour produire des molécules d'intérêt thérapeutique ou des composés industriels au lieu de les destiner aux usages traditionnels que sont la nourriture pour les êtres humains ou les animaux ou les fibres. La présence adventice désigne la présence non intentionnelle de matériel issu de la biotechnologie à l'état de traces dans les semences, les céréales ou les oléagineux, les aliments pour le bétail et les aliments pour les êtres humains, y compris du matériel non approuvé.

Homologation des produits biologiques vétérinaires

Ces dernières années, l'industrie des produits pour la santé des animaux s'est appuyée de plus en plus sur les produits biologiques vétérinaires pour la prévention et le diagnostic des maladies, notamment les vaccins, les anticorps et les tests de diagnostic. À la différence de certains médicaments, la plupart des produits biologiques ne laissent pas de résidus chimiques dans le corps des animaux. En outre, la plupart des organismes pathogènes ne développent aucune résistance à la réponse immunitaire produite par un produit biologique vétérinaire.

L'ACIA est responsable de l'homologation et de la réglementation des produits biologiques vétérinaires au Canada. Ce programme est au cœur du programme national de santé des animaux destiné à protéger la santé des citoyens canadiens, de leurs animaux de compagnie et des animaux destinés à l'alimentation.

Pour remplir les critères du Canada en matière d'homologation, les produits biologiques vétérinaires doivent être purs, actifs, sûrs et efficaces lorsqu'ils sont utilisés conformément aux recommandations indiquées sur l'étiquette du fabricant. En 2006-2007, l'ACIA a reçu 40 nouvelles demandes complètes, elle a mené à bien 52 examens initiaux (y compris les dossiers reçus au cours des exercices précédents) et elle a homologué ou enregistré 39 nouveaux produits. En 2006, le délai d'examen initial moyen par dossier de produit a été de 86 jours. L'Agence poursuit ses efforts en vue du développement et de l'implantation des normes de service.

[39] Systèmes de données et contrôles : bon

2.3.3c Sous-activité de programme : Évaluer les produits agricoles

Les stratégies se rapportant à cette sous-activité mettent l'accent sur l'évaluation et l'approbation de nouveaux produits agricoles pour déterminer s'ils respectent ou non les normes établies par les lois et règlements fédéraux.

Sur les 140,1 millions de dollars dépensés par l'Agence pour atteindre ce résultat stratégique, environ 11,8 millions ont été consacrés à l'évaluation des produits agricoles.

> **Résultat prévu :** *Les produits agricoles respectent les exigences des lois et de la réglementation fédérales*

L'ACIA évalue et approuve de nouveaux aliments pour le bétail, engrais et suppléments. L'Agence surveille également la dissémination de produits nouveaux proposés à des fins de recherche.

Aliments du bétail

La *Loi relative aux aliments du bétail* et son règlement d'application exigent l'approbation préalable à la commercialisation de tous les nouveaux ingrédients des aliments du bétail et l'enregistrement des aliments du bétail mélangés et spécialisés. Les produits ne sont approuvés par l'ACIA que si, à l'issue de l'examen, il est déterminé qu'ils ne risquent guère de nuire à l'environnement, aux animaux, aux végétaux et aux humains. En 2006-2007, l'ACIA a reçu 532 demandes d'approbation de produits nouveaux et en a réalisé l'examen. Sur ce nombre, 477 (90 p. 100)[37] satisfaisaient aux exigences imposées par la loi et ont été approuvés. Il convient de signaler que ces données donnent une idée de la performance des candidats à l'approbation, plutôt que du rendement de l'ACIA.

Engrais et suppléments

La réglementation fédérale exige que tous les engrais et suppléments vendus ou importés au Canada soient sûrs lorsqu'ils sont utilisés en accord avec les instructions du fabricant, efficaces pour l'usage prévu et étiquetés convenablement. Certains engrais et la plupart des suppléments font l'objet d'enregistrement, si bien que l'ACIA procède à l'évaluation de ces produits avant leur importation et leur mise en vente. D'autres engrais ne sont pas assujettis à l'obligation d'enregistrement, mais doivent toutefois respecter les normes prescrites de salubrité, d'efficacité et d'étiquetage au moment de la vente. En 2006-2007, l'ACIA a reçu 775 demandes d'approbation et a examiné 176 nouveaux produits en vue de leur approbation[38].

L'ACIA prélève des échantillons de suppléments d'engrais issus de la biotechnologie auprès des établissements de fabrication et des détaillants de façon à s'assurer que les produits renferment suffisamment de microbes pour respecter la garantie, voire la dépasser.

L'objectif de conformité de l'Agence pour les engrais et suppléments est de 95 p. 100.

En 2006-2007, le taux de conformité a été de 96 p. 100, c'est-à-dire supérieur au taux de conformité de 92 p. 100 constaté en 2005-2006. Cette conformité accrue est attribuée au nouveau modèle de mobilisation des intervenants mis en place par l'ACIA, qui a abouti à une plus grande sensibilisation de l'industrie et l'a incitée davantage à se conformer aux règlements.

Tableau 2.3.3c.1 – Ressources financières : *Évaluer les produits agricoles*

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
11,8	13,4	11,8	2 %

[37] Systèmes de données et contrôles : raisonnable
[38] Systèmes de données et contrôles : raisonnable

taux de conformité. Fait qui pourrait également avoir son importance, les problèmes de conformité non associés à l'interdiction frappant les aliments du bétail peuvent être perçus par l'industrie et le personnel d'inspection comme peu prioritaires en fonction du risque. Ceci peut avoir donné lieu au fait qu'un plus grand nombre de cas de non-conformité n'ont pas été réglés en temps voulu. Enfin, les questions entourant l'utilisation de médicaments composés et d'un séquençage adéquat pour gérer les résidus de médicaments dans les aliments du bétail sont en voie d'être clarifiées par Santé Canada et l'ACIA. Une fois que les clarifications requises seront communiquées intégralement, la conformité devrait s'améliorer.

Le pourcentage visé par l'ACIA en 2006-2007 pour la conformité des équarrisseurs à l'interdiction frappant les aliments du bétail est de 93 p. 100. Le taux de conformité, aux fins de la présente analyse, inclut uniquement les écarts majeurs. Ce taux inclut tous les équarrisseurs qui se sont conformés pendant la période de déclaration, y compris ceux qui, au moment de la première inspection, étaient non conformes, mais qui ont pris avec succès des mesures pour assurer leur conformité pendant la période de déclaration. Le taux de conformité réel des équarrisseurs était de 100 p. 100. Le taux de conformité en 2005-2006 était de 93 p. 100. Puisqu'il n'y a que 31 installations qui font l'objet d'inspections, et que les données se comparent d'une année à l'autre, cela pourrait faire fluctuer de façon importante les résultats actuels, en raison du nombre peu élevé de non-conformité. À la fin de mars 2007, il n'y avait aucune infraction majeure à l'interdiction frappant les aliments du bétail.

Le pourcentage visé par l'ACIA en 2006-2007 pour la conformité des équarrisseurs à la fois à la *Loi relative aux aliments du bétail* et à l'interdiction frappant les aliments du bétail (sans écart majeur) était de 93 p. 100. Le taux de conformité était de 100 p. 100. Le nombre d'installations qui ont fait l'objet d'inspections est relativement faible (31), donc même un léger changement dans le nombre d'installations qui se révèlent non conformes d'une année à l'autre aurait une grande incidence sur le taux de conformité globale. L'augmentation d'une année à l'autre de la conformité, qui est passée de 93 p. 100 à 100 p. 100, témoigne de l'engagement de l'ACIA à travailler de manière continue avec les partenaires en vue d'améliorer les taux de conformité, ce qui lui permet de protéger le cheptel canadien et en bout de ligne de contribuer à la salubrité des réserves alimentaires du Canada.

Mesures d'exécution

En 2006-2007, l'ACIA a fait enquête sur 933 cas de non-conformité par rapport à 875 en 2005-2006. Sur les 933 cas de non-conformité, 842 se rapportaient à la *Loi sur la santé des animaux*, et 91, à la *Loi relative aux aliments du bétail*, par rapport à 824 se rapportant à la *Loi sur la santé des animaux* et 51 à la *Loi relative aux aliments du bétail* en 2005-2006. Associées aux enquêtes menées au cours des périodes de déclaration précédentes, ces enquêtes ont entraîné douze condamnations (3 en vertu de la *Loi sur la santé des animaux* et 9 en vertu de la *Loi relative aux aliments du bétail*), par rapport à une seule condamnation en 2005-2006. Le montant total des amendes était de 207 000 $ en 2006-2007 (197 000 $ en vertu de la *Loi sur la santé des animaux* et 9 250 $ en vertu de la *Loi relative aux aliments du bétail*). En 2005-2006, le montant total des amendes s'élevait à 90 000 $ (75 000 $ en vertu de la *Loi sur la santé des animaux* et 15 000 $ en vertu de la *Loi relative aux aliments du bétail*). Les amendes ont donc presque doublé entre 2005-2006 et 2006-2007.

Les taux de conformité pour les indicateurs 1 et 2 incluent tous les écarts (mineurs et majeurs) relativement à la conformité à la fois à la Loi relative aux aliments du bétail et à l'interdiction frappant les aliments du bétail, tandis que les taux de conformité pour les indicateurs 3 et 4 portent précisément sur les écarts majeurs. Les écarts majeurs renvoient à des situations de non-conformité qui pourraient présenter un risque pour la santé humaine ou animale et ont trait à la protection du cheptel canadien. Les écarts mineurs, comme l'absence de signature ou le fait de ne pas conserver les dossiers pendant la période requise, importent peu pour l'objectif d'atténuation des risques des lois et règlements applicables.

L'examen de ces indicateurs de rendement a permis de déterminer que les deux premiers indicateurs, tels qu'ils sont formulés actuellement, revêtent peu d'importance pour ce qui est des rapports sur le rendement en raison de la prise en compte des écarts mineurs. Ils ne sont donc pas inclus dans le présent rapport et ne le seront pas dans les RPP subséquents. Simultanément, deux indicateurs présentés dans le *Rapport sur le rendement* de l'an dernier, mais non dans le RPP de 2006-2007, reflètent l'importance accordée par l'ACIA à l'atténuation des risques et sont importants pour ce qui est du rendement. Par conséquent, on les a inclus dans le présent rapport, ainsi que des données sur les tendances, et ils seront également inclus dans les rapports ultérieurs. Il s'agit des suivants :

- Pourcentage de provenderies en conformité avec l'interdiction frappant les aliments du bétail (sans écart majeur)
- Pourcentage d'équarrisseurs en conformité avec l'interdiction frappant les aliments du bétail (sans écart majeur)

L'objectif de l'ACIA pour 2006-2007 relatif au pourcentage de provenderies commerciales en conformité avec l'interdiction frappant les aliments du bétail (sans écart majeur) est de 95 p. 100. Ce taux inclut toutes les provenderies qui ont été conformes pendant toute la période de déclaration, y compris celles qui, au moment de la première inspection, étaient non conformes, mais qui ont pris avec succès des mesures pour assurer leur conformité pendant la période de déclaration. En 2006-2007, le taux de conformité des provenderies commerciales à l'interdiction frappant les aliments du bétail était de 94 p. 100, par rapport à 96 p. 100 en 2005-2006. L'objectif de rendement est jugé atteint et la baisse de la conformité n'est pas considérée comme étant importante. Ceci étant dit, l'ACIA s'engage à continuer à travailler avec ses partenaires pour promouvoir la conformité à l'interdiction frappant les aliments du bétail.

L'objectif de conformité des provenderies commerciales à la fois à la *Loi relative aux aliments du bétail* et à l'interdiction frappant les aliments du bétail est de 96 p. 100. En 2006-2007, il était de 82 p. 100. On s'interroge sur la pertinence et le caractère raisonnable du taux de conformité ciblé en tant que nouvel indicateur. Celui-ci sera examiné au cours de l'année à venir. Plusieurs facteurs qui pourraient être importants ont peut-être contribué à ce résultat. En 2006-2007, les employés de l'ACIA directement responsables de l'inspection des provenderies commerciales au Canada ont reçu une importante formation supplémentaire sur les pratiques et les produits de l'industrie des provenderies, ainsi que sur les procédures d'inspection de l'ACIA et l'évaluation de la conformité. On a également observé une augmentation de la fréquence des inspections pendant l'année de déclaration dans ce secteur. On est passé de une inspection complète par installation par an à une inspection complète plus une à trois inspections partielles. Ces facteurs, individuellement et ensemble, ont peut-être influé sur le

Tableau 2.3.3b.3 – Conformité selon le type d'établissements – aliments du bétail

	Objectifs		Taux de conformité		Systèmes de données et contrôles	Atteints/ dépassés (√) Non atteints (X)
	2005-2006	2006-2007	2005-2006	2006-2007		
Provenderies						
Mesure dans laquelle les provenderies sont en conformité (ne présentant pas d'écart majeur)*	≥ 95 %	≥ 95 %	≥ 96 %	94 % ***	Raisonnable	√
Mesure dans laquelle les provenderies sont en conformité avec la *Loi relative aux aliments du bétail,* y compris l'Interdiction frappant les aliments du bétail) (ne présentant pas d'écart majeur)**	s.o.	≥ 96 %	s.o.	82 %	Raisonnable	X
Équarrisseurs						
Mesure dans laquelle les installations d'équarrisseurs sont en conformité (pas d'écart majeur)	≥ 93 %	≥ 93 %	≥ 93 %	100 %	Raisonnable	√
Mesure dans laquelle les installations d'équarrisseurs sont en conformité avec la *Loi relative aux aliments du bétail,* y compris l'interdiction frappant les aliments du bétail (ne présentant pas d'écart majeur)**	s.o.	≥ 93 %	s.o.	100 %	Raisonnable	√

* Dans le *Rapport sur le rendement* de 2005-2006, l'ACIA a rendu compte de la conformité à l'interdiction frappant les aliments du bétail uniquement. Bien que le RPP de 2006-2007 ne reflète pas les indicateurs de rendement et les objectifs de conformité à l'interdiction frappant les aliments du bétail uniquement, à des fins de cohérence et d'établissement de tendances, l'Agence rend compte de la conformité 1) à l'interdiction frappant les aliments du bétail uniquement; et 2) à l'interdiction frappant les aliments du bétail et à la *Loi relative aux aliments du bétail ensemble.*

** Aux fins de la présente analyse, la conformité signifie sans écart majeur. Les écarts majeurs sont entre autres : 1) interdiction frappant les aliments du bétail : preuve de contamination croisée par des matières interdites, l'absence de procédures écrites se rapportant à l'interdiction frappant les aliments du bétail, l'absence de dossier se rapportant à l'interdiction ou un étiquetage inadéquat des produits relativement aux matières interdites pour les aliments du bétail en contenant; et 2) le *Règlement sur les aliments du bétail* : preuve de contamination croisée par des médicaments, absence de dossiers se rapportant au *Règlement sur les aliments du bétail* et infractions de type A concernant l'étiquetage.

*** Lorsque l'écart par rapport à l'objectif est de +/– 1 p. 100, on considère qu'il a été « atteint ».

Source : Programme d'activités multisectorielles.

Il convient de noter que le *Rapport sur les plans et les priorités* de 2006-2007 de l'ACIA incluait quatre indicateurs de rendement :

1. Mesure dans laquelle les provenderies inspectées sont conformes à la *Loi relative aux aliments du bétail*, y compris pour ce qui est de l'interdiction frappant les aliments du bétail (en vertu du *Règlement sur la santé des animaux*)
2. Mesure dans laquelle les installations d'équarrissage inspectées sont conformes à la *Loi relative aux aliments du bétail*, y compris pour ce qui est de l'interdiction frappant les aliments du bétail (en vertu du *Règlement sur la santé des animaux*)
3. Mesure dans laquelle les provenderies inspectées fonctionnent sans s'écarter de façon majeure de la *Loi relative aux aliments du bétail*, y compris pour ce qui est de l'interdiction frappant les aliments du bétail (en vertu du *Règlement sur la santé des animaux*)
4. Mesure dans laquelle les installations d'équarrissage inspectées fonctionnent sans s'écarter de façon majeure de la *Loi relative aux aliments du bétail*, y compris pour ce qui est de l'interdiction frappant les aliments du bétail (en vertu du *Règlement sur la santé des animaux*)

Pour être introduits dans des parcs d'engraissement agréés au Canada, les bovins d'engraissement pouvaient être importés sans dépistage tout au long de l'année de plusieurs États du nord des États-Unis, mais avec les changements concernant les exigences en matière de fièvre catarrhale du mouton et d'anaplasmose, les bovins peuvent maintenant être importés de tous les États des États-Unis tout au long de l'année sans dépistage pour l'une ou l'autre de ces maladies.

L'ACIA a maintenant parachevé les mécanismes administratifs requis pour délivrer les permis d'importation en vertu des nouvelles conditions.

> **Résultat prévu :** *L'industrie se conforme aux lois et à la réglementation fédérales concernant le bétail*

Les aliments nutritifs contribuent à la production et au maintien d'animaux en bonne santé en vue de la production d'aliments sains. En vertu de la *Loi relative aux aliments du bétail* et de la *Loi sur la santé des animaux* et de leurs règlements d'application respectifs, l'ACIA administre un programme national des aliments du bétail en vue de faire en sorte que les aliments fabriqués ou importés au Canada soient sains, nutritifs et bien étiquetés.

Inspections

Dans le cadre de ce programme, l'Agence inspecte les provenderies, les établissements d'équarrissage et les mélangeurs d'aliments du bétail dans les fermes afin d'évaluer dans quelle mesure ces aliments sont conformes à la réglementation fédérale. Des analyses sont réalisées dans le cadre de divers programmes d'inspection, notamment le système traditionnel d'inspection des aliments du bétail, qui analyse les aliments en vue de déceler la contamination chimique ou la présence de résidus de médicaments, de métaux lourds et de salmonelle; les analyses de médicaments dans les aliments; et les inspections ayant trait au contrôle de l'alimentation des ruminants en protéines mammaliennes, comme le stipule l'interdiction de 1997 frappant les aliments du bétail.

Interdiction frappant les aliments du bétail[36]

En 1997, dans la foulée d'une série de mesures de prévention visant à limiter la propagation de l'ESB dans le cheptel canadien, on a adopté des règlements visant les secteurs de l'équarrissage, de la production d'aliments du bétail et de la distribution. En vertu de ces règlements, désignés sous le terme d'interdiction frappant les aliments du bétail, il est interdit de donner la plupart des protéines mammaliennes aux ruminants, notamment les bovins, les ovins et les caprins. L'interdiction oblige les établissements d'équarrissage, les provenderies, les détaillants d'aliments du bétail et les éleveurs à suivre et à documenter les procédures de production et d'alimentation pour prévenir la présence de substances interdites (protéines mammaliennes) dans les aliments du bétail et les ingrédients de ces aliments destinés aux ruminants, tels les bovins, les ovins et les caprins.

Pour réduire le risque d'apparition de nouveaux cas d'ESB, il est essentiel que les aliments destinés à ces animaux soient dépourvus des protéines mammaliennes proscrites. L'ACIA effectue des inspections dans les provenderies commerciales et les fermes d'élevage, dans les établissements d'équarrissage et dans les points de vente au détail pour vérifier la conformité au *Règlement sur la santé des animaux* relativement à l'interdiction frappant les aliments du bétail. En cas ne non-conformité, les inspecteurs de l'ACIA établissent des délais pour la prise de mesures correctives en tenant compte des facteurs relatifs à la santé et la sécurité, après quoi ils retournent sur les lieux pour vérifier si les mesures appropriées ont été prises.

Le tableau 2.3.3b.3 ci-après rend compte de la conformité de l'industrie à ces règlements par rapport aux objectifs établis par l'ACIA. Les résultats des inspections réalisées dans les provenderies commerciales et les établissements d'équarrissage sont indiqués, car ces établissements représentent un risque plus élevé pour ce qui est de la contamination des aliments pour ruminants ou des tissus non interdits par des matières contaminées.

[36] On trouvera de plus amples renseignements sur l'Interdiction frappant les aliments du bétail à la section 2.3.2b.

période d'incubation de la maladie, la surveillance et le dépistage de la maladie chez les animaux d'élevage se poursuivront pour assurer qu'il n'y a pas contamination du cheptel par des animaux sauvages.

La tuberculose bovine est une maladie bactérienne qui peut rester à l'état latent chez les bêtes pendant plusieurs années avant de faire son apparition. Une surveillance à long terme par des inspecteurs vétérinaires est par conséquent requise pour qu'un pays puisse faire valoir que son cheptel est exempt de cette maladie. La plus grande partie du Canada est exempte d'animaux contaminés par la tuberculose bovine. On a dépisté 21 cas cette année comparativement à huit cas en 2005-2006. Les cas supplémentaires ont tous été dépistés au cours de l'abattage d'un troupeau contaminé où la maladie avait été dépistée en janvier 2006. Grâce à la surveillance, on a également déterminé que deux fermes d'élevage avaient été en contact avec des animaux ayant cette maladie et, en conséquence, leurs troupeaux ont été abattus. Il importe de mentionner qu'aucune des carcasses des bêtes contaminées n'a pénétré dans la chaîne alimentaire et qu'il n'y a pas eu de risque pour la santé humaine.

La tremblante du mouton est une autre encéphalopathie spongiforme transmissible qui touche les moutons et les chèvres. Le programme de lutte de l'ACIA contre la tremblante exige que tous les animaux exposés à la maladie soient abattus et qu'on prenne des mesures pour empêcher qu'ils ne pénètrent dans la chaîne alimentaire. En 2006-2007, l'ACIA a dépisté la maladie chez deux bêtes du même troupeau qui ont été abattues, alors que 1 217 bêtes provenant de quatre troupeaux différents avaient été contaminées par cette maladie en 2005-2006.

Politiques d'importation révisées pour la fièvre catarrhale du mouton et l'anaplasmose

Les contrôles imposés par l'ACIA aux importations visent à toutes fins pratiques à atténuer le risque que représentent les maladies animales exotiques. Ces mesures sont périodiquement passées en revue et l'on s'assure qu'elles reflètent les dernière données scientifiques, demeurent efficaces et n'imposent pas de restrictions indues au commerce. Conformément à cette ligne de conduite, le Canada a réexaminé et révisé ses contrôles à l'importation d'animaux des États-Unis visant la fièvre catarrhale et l'anaplasmose. Ces maladies ne posent aucun risque pour la santé humaine.

La fièvre catarrhale et l'anaplasmose sont des maladies qui touchent les ruminants sauvages et d'élevage, et qui peuvent être transmises par des insectes piqueurs comme les moucherons et les tiques. La fièvre catarrhale du mouton et l'anaplasmose sont deux maladies à déclaration obligatoire en vertu de la *Loi sur la santé des animaux*.

En juillet 2006, l'ACIA a examiné sa politique d'importation en ce qui a trait à la fièvre catarrhale du mouton. Sur consultation d'un éventail d'intervenants, dont les gouvernements provinciaux, les experts en santé animale et l'industrie, l'organisme a pris la décision, annoncée en février 2007, de ne plus exiger la certification des troupeaux ni d'analyses de dépistage de la fièvre catarrhale du mouton pour les animaux importés des États-Unis.

En décembre 2006, l'ACIA a examiné les conditions applicables aux importations en ce qui concerne l'anaplasmose des bovins et d'autres ruminants en provenance des États-Unis. Elle s'est penchée sur les facteurs scientifiques pertinents et a examiné diverses options, allant du *statu quo* à la déréglementation complète. Un consensus a été dégagé en vue de réduire à un test unique, ayant recours à une méthode d'analyse améliorée, le niveau de dépistage requis pour l'anaplasmose dans les troupeaux d'élevage.

En 2006-2007, l'ACIA a versé 1,8 million de dollars en indemnisations à des propriétaires de bétail par rapport à 5,1 millions en 2005-2006[32].

La lutte contre les maladies animales est une responsabilité conjointe du propriétaire, de l'industrie et du gouvernement fédéral. Outre les avantages qu'elle a pour la santé des êtres humains et des animaux, la déclaration des maladies frappant les animaux d'élevage renforce la confiance de la population dans la salubrité des réserves alimentaires canadiennes. La déclaration précoce aide également le Canada à préserver la réputation d'excellence de son statut zoosanitaire à l'échelle internationale, ce qui stimule les exportations canadiennes d'animaux et de produits issus des animaux. L'ACIA rend compte chaque année à l'Organisation mondiale de la santé animale du statut des maladies animales au Canada. L'Agence fait également partie du Réseau canadien de santé animale qui relie entre eux les partenaires participant à la surveillance des zoonoses au Canada.

Pour empêcher l'entrée de nouvelles maladies animales réglementées, l'ACIA, en collaboration avec ses partenaires, l'Agence des services frontaliers du Canada et le Service canadien de la faune, règlemente l'entrée de tous les animaux et produits animaux importés[33], et elle effectue des évaluations scientifiques du risque prenant en compte les risques liés au produit lui-même et à la situation sanitaire du pays importateur. L'information découlant des évaluations du risque appuie les décisions de l'ACIA en matière de réglementation et celles visant à imposer des contrôles à l'importation.

L'objectif concernant l'entrée de maladies nouvellement réglementées au Canada est la détection de zéro cas. En 2005-2006 et en 2006-2007, on n'a relevé aucune preuve indiquant l'entrée au Canada de toute nouvelle maladie animale étrangère. L'objectif de l'ACIA a donc été atteint[34].

Bien que l'Agence fasse tout ce qui est en son pouvoir, il arrive que des maladies exotiques fassent leur apparition au Canada. En pareil cas, l'Agence met en place des programmes de lutte qui visent à prévenir ou à atténuer les répercussions que représenterait une éclosion.

L'objectif de ce programme de lutte est de n'obtenir aucune augmentation de la proportion des animaux domestiques chez lesquels on découvre une maladie animale réglementée[35].

Voici une description sommaire des interventions de l'ACIA en 2006-2007 concernant les mesures de prévention adoptées pour lutter contre l'encéphalopathie des cervidés, la tuberculose bovine et la tremblante du mouton.

L'encéphalopathie des cervidés est une encéphalopathie spongiforme transmissible qui touche les wapitis et les cerfs. Cette maladie est contrôlée par l'ACIA dans les élevages de wapitis et de cerfs. Les résultats se sont avérés positifs chez 11 animaux cette année comparativement à un au cours de l'exercice précédent. Tous les cas sont survenus dans trois troupeaux d'élevage de cervidés. Toutefois, les programmes d'échantillonnage et de dépistage révèlent que cette maladie demeure présente chez les cervidés et les wapitis en liberté. Compte tenu de la longue

Tableau 2.3.3b.2 – Valeur économique du commerce des animaux et des produits issus des animaux au Canada (2006)

Total des importations : 776,5 millions de dollars	Total des exportations : 2,99 milliards de dollars

Source : Atlas mondial du commerce, Statistique Canada

32 Systèmes de données et contrôles : bon
33 Systèmes de données et contrôles : bon
34 Systèmes de données et contrôles : bon
35 Cet indicateur de rendement sera révisé afin de mieux refléter les activités d'atténuation du risque.

Surveillance des garanties des engrais-pesticides

L'ACIA surveille également les garanties des engrais-pesticides par rapport aux seuils de tolérance établis par le *Règlement sur les engrais*. En 2006-2007, il s'est avéré que le taux de conformité des échantillons analysés était de 69 p. 100. La majorité des échantillons non conformes renfermaient un taux inférieur à la quantité d'ingrédients actifs indiquée sur l'étiquette et ont donc été jugés non conformes du point de vue de l'efficacité. Bien que faible, ce taux de 69 p. 100 représente une amélioration de 8 p. 100 par rapport aux résultats des échantillonnages de 2005-2006. Cette augmentation a été attribuée au remaniement du programme de surveillance des garanties de l'ACIA. Des améliorations supplémentaires sont attendues dans les prochaines années.

En 2006-2007, l'ACIA a fait enquête sur 86 cas de non-conformité des engrais-pesticides. Regroupées avec les enquêtes menées au cours des périodes de déclaration précédentes, ces enquêtes n'ont entraîné aucune condamnation et n'ont pas non plus débouché sur des amendes. Cette situation est attribuable à plusieurs facteurs, notamment le fait que certaines enquêtes ou poursuites sont encore en instance, le manque d'éléments de preuve pour étayer la déclaration de culpabilité et des accusations qui ont été retirées en raison de négociations avec l'avocat ou de l''introduction de nouvelles preuves.

2.3.3b Sous-activité de programme : Protéger les animaux d'élevage et les animaux aquatiques du Canada

L'ACIA s'emploie à protéger la situation sanitaire du cheptel canadien par la mise en œuvre de deux principaux programmes : le Programme national de santé des animaux et le Programme national des aliments du bétail.

Sur les 140,1 millions de dollars dépensés par l'Agence pour atteindre ce résultat stratégique, environ 63,1 millions ont été consacrés à la protection du cheptel et des animaux aquatiques du Canada.

> **Résultat prévu :** *L'entrée et la propagation au pays des maladies des animaux réglementées sont sous contrôle*

Le but du programme d'indemnisation vise à inciter les propriétaires à signaler les maladies dès les premiers symptômes, et dès lors d'empêcher ou de limiter la propagation de la maladie, et à aider les propriétaires à reconstituer leur cheptel. En vertu de la *Loi sur la santé des animaux*, les Canadiens qui ont la responsabilité ou la charge des soins d'un animal sont tenus de faire connaître à l'ACIA la présence ou le soupçon d'une maladie à déclaration obligatoire figurant sur la liste du *Règlement sur les maladies déclarables*. L'Agence exerce une surveillance, effectue des analyses et des inspections, et ordonne des quarantaines pour prévenir, contrôler et éradiquer les maladies animales réglementées. Afin d'encourager la déclaration précoce des cas suspects, l'ACIA administre un programme d'indemnisation.

Tableau 2.3.3b.1 – Ressources financières : *Protéger les animaux d'élevage et les animaux aquatiques du Canada**

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
53,3	60,7	63,1	10 %

* La présentation au Conseil du Trésor concernant l'influenza aviaire comportait un renvoi en vue d'inclure les ressources comme point sous le Cadre général de sécurité publique et antiterrorisme. Dès lors, les chiffres concernant les dépenses prévues et les autorisations pour la sous-activité « Se préparer à intervenir en cas d'urgence » reflètent le financement accru (31 millions et 28,8 millions de dollars respectivement) accordé pour la préparation en cas d'influenza aviaire et de pandémie. Les chiffres des dépenses réelles ont été codés par les gestionnaires de programme sous « Protéger les animaux d'élevage du Canada » et « Contrôler la transmission de maladies animales aux humains ». En 2007-2008 et les années suivantes, l'allocation budgétaire sera adaptée en conséquence.

maladie chez un grossiste et dans quatre pépinières de vente au détail de Colombie-Britannique. La maladie a été éradiquée de trois pépinières de vente au détail et les efforts d'éradication ont été renforcés dans les deux pépinières restantes. L'Agence poursuit sa surveillance en vue de déceler d'autres signes de la maladie.

En 2006-2007, l'ACIA a activé le Protocole d'éradication de la rouille blanche du chrysanthème pour éradiquer la contamination d'un site de Colombie-Britannique. Aucune autre contamination n'a par la suite été découverte.

Par suite de la détection du nématode doré au Québec, en août 2006, l'Agence a immédiatement entrepris une enquête approfondie et une enquête de délimitation pour déterminer l'ampleur de la contamination et les mesures à prendre pour y mettre un terme. Ses efforts ont porté fruit, puisqu'ils ont permis la levée des restrictions imposées sur certains produits agricoles de la plus grande partie des régions du Québec. L'Agence travaille avec un comité d'intervenants et des experts techniques pour déployer une stratégie de gestion à long terme afin de limiter et d'atténuer le risque associé au nématode doré au sein de la zone réglementée et elle explore également des options d'activités viables pour les producteurs touchés.

Résultat prévu : *L'industrie se conforme aux lois et à la réglementation fédérales concernant les cultures et les forêts du Canada*

L'ACIA vérifie que les engrais et les suppléments fabriqués ou importés au Canada et vendus au pays satisfont aux normes adoptées en vertu de la *Loi sur les engrais* et son Règlement d'application. L'Agence prélève également des échantillons de ces produits en vue d'évaluer leur efficacité, de confirmer qu'ils respectent les garanties énoncées et de certifier que la présence de contaminants ne dépasse pas les seuils de tolérance prescrits.

Surveillance des engrais mélangés en vrac

Le but du programme de surveillance des engrais en vrac est de parvenir à un taux de conformité de 95 p. 100[30].

L'Agence surveille environ 1 179 usines de mélange d'engrais en vrac au Canada, et elle analyse des échantillons pour vérifier s'ils respectent les garanties figurant sur l'étiquette et affirmant que les concentrations d'azote, de phosphore et de potassium sont en-deçà des seuils de tolérance réglementaires. En 2006-2007, les inspections de l'ACIA ont révélé une conformité de 78 p. 100 des échantillons, comparativement à 82 p. 100 en 2005-2006.

On observe donc une légère baisse du taux de conformité pour les engrais mélangés en vrac, mais ce taux demeure cependant dans la fourchette des taux constatés au cours des cinq dernières années, qui se situaient entre 75 et 82 p. 100. Cette légère baisse peut être attribuée, en partie, à la mise en œuvre d'une nouvelle stratégie d'échantillonnage qui cible à long terme une conformité supérieure de la part de l'industrie et cible les établissements à haut risque. L'ACIA est actuellement en pourparlers avec le Forum canadien des engrais, dirigé par l'industrie, dans le but de cerner les causes profondes de la non-conformité et de trouver des solutions pour ramener cette catégorie de produits à la conformité.

Détection de la contamination par des agents pathogènes, des métaux lourds et des pesticides

L'Agence surveille régulièrement les engrais et les suppléments pour y déceler la présence de contaminants, notamment des agents pathogènes, des métaux lourds ou des pesticides, afin d'assurer l'innocuité des produits pour les végétaux, les animaux, les êtres humains et l'environnement.

En 2006-2007, l'Agence a atteint le taux de conformité cumulatif de 95 p. 100 qu'elle s'était fixé pour ces programmes de détection[31]. Ce taux correspond à 96 p. 100 en 2005-2006.

30 Systèmes de données et contrôles : raisonnable
31 Systèmes de données et contrôles : raisonnable

de matériaux comme les billes de bois, le bois de chauffage ou le matériel de pépinière d'une zone contaminée à une zone non contaminée.

L'objectif du programme de lutte est d'empêcher les ravageurs et les maladies de s'étendre au-delà des zones de quarantaine ou des zones à accès limité.

Sur les six phytoravageurs et maladies ayant fait l'objet des enquêtes phytosanitaires de l'Agence en 2006-2007, trois ont été maîtrisés, soit la moitié. Par comparaison, en 2005-2006, les enquêtes phytosanitaires de l'ACIA avaient mené à la découverte de cinq phytoravageurs et maladies prioritaires. Les mesures prises par l'Agence relativement à chacun de ces phytoravageurs sont décrites en détail ci-après.

Les enquêtes de l'ACIA indiquent que la galle verruqueuse qui touche la pomme de terre ne s'est pas répandue au-delà de la zone de quarantaine au centre de l'Île-du-Prince-Édouard depuis 2005.

Les efforts pour maîtriser la propagation du longicorne asiatique ont été couronnés de succès. Aucun arbre nouvellement contaminé n'a été découvert à l'extérieur de la zone réglementée en 2006. Les activités d'atténuation du phytoravageur se poursuivent dans la région de Toronto.

À la suite de la détection de nouvelles contaminations par l'encre des chênes rouges, en juin 2006, des ordonnances ministérielles ont été appliquées aux comtés de Lambton et d'Elgin pour ralentir sa propagation en Ontario. Après la détection en octobre 2006 de trois arbres contaminés, une zone de quarantaine a également été établie à London, en Ontario.

En 2006, on a découvert 18 nouveaux arbres contaminés par le longicorne brun de l'épinette à l'extérieur de la zone actuellement réglementée en Nouvelle-Écosse. L'ACIA collabore avec l'industrie pour remanier la zone réglementée, compte tenu de ce qu'elle a découvert récemment, et son plan sera parachevé avant la saison d'activité des insectes de 2007. L'Agence travaille également avec ses partenaires pour élaborer des outils plus efficaces de détection et de lutte contre ces phytoravageurs.

En 2006, l'enquête sur la sésie du pommier en Colombie-Britannique a indiqué que l'insecte s'était répandu sur la côte de la province et dans la ceinture de vergers de l'intérieur. On a également découvert ce lépidoptère à London, en Ontario. L'ACIA a partagé l'information biologique avec le département de l'Agriculture des États-Unis et discuté d'autres démarches réglementaires pour lutter contre ce ravageur. L'Agence effectuera des enquêtes phytosanitaires complémentaires pour déterminer l'étendue de la propagation de ce phytoravageur en Ontario, en 2007.

En 2006, dans le cadre de son programme de sept ans pour éradiquer le virus de sharka, l'ACIA a prélevé des échantillons sur plus de 940 000 arbres vulnérables au Canada. On a ainsi découvert que 610 arbres étaient contaminés par le virus. À ce jour, l'Agence a éliminé la maladie de cinq sites de quarantaine en Ontario et en Nouvelle-Écosse, mais deux régions en Ontario demeurent sous surveillance. En 2006-2007, on a procédé à un élargissement mineur des zones de quarantaine en Ontario, mais la tendance générale indique une baisse des niveaux de virus à l'intérieur de ces zones.

Interventions d'urgence

L'ACIA est résolue à lutter contre de nouveaux phytoravageurs et maladies de manière efficace et en temps opportun. Voici ci-après trois exemples d'intervention rapide de l'Agence pour faire échec à de nouveaux phytoravageurs et maladies en 2006-2007.

Phytophthora ramorum, qui est l'agent pathogène responsable de l'encre des chênes rouges, a été détecté au Canada pour la première fois en 2004. Au cours de l'exercice 2006-2007, l'ACIA a prélevé des échantillons auprès d'environ 250 pépiniéristes du Canada, grossistes et détaillants, qui étaient des producteurs ou des importateurs de plantes hôtes du champignon, en vue de les analyser pour découvrir la présence éventuelle de *P. ramorum*. Il s'avère que l'on a décelé la

avec les producteurs touchés. Ces mesures ont permis de poursuivre les expéditions de fruits et légumes hôtes ainsi que des plants à destination des États-Unis, tout en atténuant le risque de propagation du phytoravageur. Les résultats négatifs des activités de piégeage ont confirmé à toutes fins pratiques l'éradication de l'organisme.

En septembre 2006, l'Agence a découvert un plant contaminé par le phytoplasme du Bois noir dans une parcelle de 1 965 plants de vigne importés de France et transplantés en Colombie-Britannique. Les plants de toute la parcelle ont été enlevés et détruits avant le printemps 2007. L'ACIA effectuera des enquêtes de confirmation au cours de l'exercice à venir pour évaluer l'efficacité de ces mesures d'éradication.

Ces cas sont des exemples frappants de l'engagement de l'ACIA et de la vigilance qu'elle exerce pour assurer que l'entrée et la propagation de maladies végétales et de phytoravageurs réglementés au Canada sont sous contrôle.

Enquêtes

Des enquêtes phytosanitaires sont menées régulièrement dans diverses régions du Canada afin de déceler des ravageurs et des maladies exotiques qui auraient pu pénétrer au pays et de définir les limites de toute contamination. Certaines enquêtes phytosanitaires sont réalisées en collaboration avec d'autres organismes. L'Agence fait office de bureau central où sont archivées toutes les données sur les maladies et les ravageurs réglementés, quels que soient les organismes ayant participé à l'enquête.

Les enquêtes phytosanitaires permettent au Canada de conserver son statut de zone exempte de maladies et de phytoravageurs dans certaines régions, de détecter tout nouveau phytoravageur et d'établir au besoin des zones de quarantaine en vue de limiter leur propagation. Ces enquêtes font également partie intégrante des programmes de lutte et d'éradication, et les données d'enquête fournissent à l'ACIA l'information dont elle a besoin pour prendre des décisions concernant d'autres mesures de lutte.

L'objectif de l'ACIA pour 2006-2007 concernant les enquêtes sur les phytoravageurs est de compléter 100 p. 100 des enquêtes sur les phytoravageurs planifiés.

En 2006-2007, l'ACIA a planifié et mené un total de 24 enquêtes sur des phytoravageurs[29] pour l'exercice, si bien qu'elle a atteint à 100 p. 100 l'objectif qu'elle s'était fixé. En 2005-2006, l'ACIA avait prévu 52 enquêtes sur les phytoravageurs et elle en avait menées 60. Les priorités annuelles en matière d'enquête sont établies en collaboration avec la Division de la protection des végétaux responsable des produits, en fonction des besoins stratégiques. Grâce à ses activités d'élaboration de politiques qui ont mis au jour les principaux problèmes économiques, sociaux, scientifiques et environnementaux, cette Division de l'ACIA a mis au point des évaluations des besoins reposant sur les risques qui ont fait ressortir le besoin de mener des activités ciblées et précises. Certains des problèmes avaient trait à la nécessité de mener des enquêtes dans tous les groupes de produits comme les produits forestiers, les produits horticoles, les pommes de terre, les céréales et les cultures de grande production. Dans le cadre de ses interventions d'urgence et de lutte contre ces organismes nuisibles, l'ACIA a également effectué des enquêtes plus approfondies sur le virus de la sharka, l'agrile du frêne, le longicorne asiatique, le longicorne brun de l'épinette, l'encre des chênes rouges et le nématode doré qui a infesté les pommes de terre au Québec.

Mesures de lutte

L'ACIA ne peut faire obstacle à la propagation naturelle des phytoravageurs et des maladies, par exemple celle provoquée par le vent ou le déplacement des animaux sauvages, mais elle peut limiter la propagation attribuable à l'activité humaine, y compris les déplacements

[29] Systèmes de données et contrôles : raisonnable

À titre d'exemple des vérifications sur place menées au cours de l'exercice 2006-2007, mentionnons celle de la production de poires des sables en Chine, des vignes en France et une vérification des systèmes, méthodes de production et milieux de culture des enokis (champignons) à Taïwan.

L'audit de la production de poires des sables en Chine n'a révélé aucune grave lacune, confirmant que les produits issus de ce programme satisfont de façon uniforme aux normes canadiennes.

L'Agence a testé 1 932 échantillons de vignes importées de France en 2006, par suite de la détection de deux jaunisses de la vigne en France (phytoplasme). Bien qu'elle n'ait pas obtenu de résultats positifs, elle a découvert plusieurs virus non visés par des mesures de quarantaine, mais justifiant une surveillance plus approfondie de sa part. L'ACIA a également mis en œuvre des exigences de traitement supplémentaires pour l'importation de vignes provenant de pays européens. Mentionnons notamment un traitement obligatoire à l'eau chaude et une étude de suivi en champ des vignes européennes plantées au Canada.

L'ACIA a également effectué une vérification sur place, à Taïwan, des méthodes de production et du milieu de culture des enokis, qui a conduit à la décision par le Canada d'autoriser l'importation de ce champignon de sources préapprouvées à Taïwan.

Restrictions

Un autre aspect de l'atténuation du risque à l'origine consiste à mettre en œuvre des restrictions lorsqu'un phytoravageur a été identifié dans un autre pays. Ainsi, l'ACIA a imposé des restrictions visant l'importation de pommes de terre, de produits d'horticulture et de sol de l'Idaho par suite de la notification de la détection d'un nématode à kystes pâles en avril 2006. Elle a par la suite effectué un examen scientifique et technique des stratégies de délimitation et de confinement adoptées dans cet État pour évaluer si les mesures de lutte contre le risque phytosanitaire étaient suffisantes pour protéger le Canada contre l'introduction d'un nématode à kystes pâles de l'Idaho. Le département de l'Agriculture des États-Unis et l'Animal and Plant Health Inspection Service (USDA – APHIS) ainsi que l'ACIA ont convenu depuis lors d'une stratégie pour s'attaquer au nématode à kystes de la pomme de terre.

Phytoravageurs et maladies

En raison du commerce mondialisé des végétaux et des produits d'origine végétale, il est difficile pour l'ACIA de parvenir à une prévention totale de l'introduction de nouveaux ravageurs et maladies au Canada.

L'objectif de rendement actuel de l'Agence à cet égard est l'absence d'éléments probants indiquant la détection au Canada de nouveaux phytoravageurs ou maladies végétales réglementés au cours du dernier exercice. Selon le phytoravageur ou la maladie, lorsque l'Agence confirme la détection d'un tel fléau au pays, elle réagit rapidement en faisant enquête sur le risque pour les végétaux canadiens et en élaborant des stratégies de lutte et d'éradication au besoin.

En 2006-2007, l'ACIA a détecté deux nouveaux phytoravageurs réglementés[28] au Canada : comparativement à quatre en 2005-2006, à savoir *Chrysodeixis sp.* et le Bois noir (un phytoplasme). L'Agence a réagi immédiatement pour déterminer l'ampleur de l'introduction et mettre en place des mesures de lutte afin d'éviter la propagation. On trouvera ci-après un résumé des mesures prises par l'ACIA dans ces deux cas :

En août 2006, lorsque la noctuelle *Chrysodeixis sp.* fut découverte dans des serres de Delta, en Colombie-Britannique, l'ACIA prit conscience des répercussions commerciales que pourrait avoir cet organisme sur les échanges avec les États-Unis. Pour atténuer les répercussions, l'Agence élabora des protocoles d'éradication tout en établissant des ententes de conformité

28 Systèmes de données et contrôles : bon

et à d'autres points d'entrée. Sur ce front, l'Agence est appuyée dans ses efforts de prévention par l'Agence des services frontaliers du Canada, qui assure la conformité aux politiques d'importation et aux normes de l'ACIA aux frontières canadiennes et à d'autres points d'entrée. Au Canada, l'ACIA s'attache à lutter contre les ravageurs ou à les éradiquer. Il est également indispensable de veiller à ce que les végétaux et les produits végétaux au Canada soient exempts de maladies et de ravageurs, et ce, afin d'assurer la salubrité et la qualité des ressources végétales canadiennes et la protection de nos marchés d'exportation.

La *Loi sur la protection des végétaux* a pour but de prévenir l'importation au Canada de phytoravageurs et de maladies nuisibles pour les plantes, leur propagation au pays et leur exportation. La Loi prévoit également la lutte contre les ravageurs et les maladies, leur éradication et la délivrance de certificats attestant que les plantes ou produits végétaux visés sont « exempts de parasites ou de maladies ». Pour encourager le signalement des phytoravageurs, un règlement a été adopté en vertu de la *Loi sur la protection des végétaux* en vue d'indemniser les producteurs contraints de détruire des plantes et des produits végétaux infestés par une maladie ou un ravageur réglementés.

L'ACIA délivre des certificats phytosanitaires et encourage le signalement de ravageurs en indemnisant les producteurs lorsque cela entraîne la destruction de produits infestés. Par exemple, l'ACIA a versé 661 322 $ pour indemniser[26] les producteurs ontariens ayant signalé la présence de l'agrile du frêne dans leurs plantations de frênes.

> **Résultat prévu :** *L'entrée et la propagation des maladies de végétaux et des phytoravageurs réglementés sont sous contrôle*

En bout de ligne, l'objectif de l'ACIA est d'atténuer le risque d'introduction de nouveaux ravageurs et de nouvelles maladies des végétaux au Canada.

L'ACIA entreprend une série d'activités visant à atténuer le risque d'importation de phytoravageurs et de maladies des végétaux. Les importateurs qui souhaitent faire entrer au Canada des plantes et des produits végétaux doivent au préalable obtenir un permis d'importation de l'ACIA. Les produits réglementés sont examinés par des inspecteurs de l'Agence des services frontaliers du Canada et, dans certains cas, les inspecteurs de l'ACIA, qui confirment qu'ils sont conformes à la législation et à la réglementation, avant de les laisser entrer au pays.

Inspections

En 2006-2007, il y a eu 13 003 inspections de produits végétaux réglementés importés au Canada, comparativement à 18 581 en 2005-2006. Sur ce nombre, 1 298 (approximativement 10 p. 100) ont donné lieu à des interventions[27], comparativement à 1 745 (approximativement 9 p. 100 au cours de l'exercice précédent. Les interventions prennent la forme d'ordonnances de traitement, de confiscations, d'éliminations et de refus d'entrée pour des raisons comme la présentation de mauvais documents ou la présence d'une maladie végétale ou d'un phytoravageur réglementé. Les fluctuations importantes dans le nombre d'inspections d'une année à l'autre sont normales en raison de l'ampleur des activités liées à la protection des végétaux à la frontière et aux points d'entrée.

Vérifications sur place

Pour accroître l'efficacité de son programme d'importation et améliorer l'atténuation des risques au lieu d'origine, l'ACIA a augmenté le nombre de vérifications sur place des systèmes de certification dans le pays d'origine, passant de 5 en 2005-2006 à 10 en 2006-2007. Ces vérifications aident l'Agence à garantir que les systèmes de certification des pays étrangers sont suffisamment rigoureux pour livrer un produit répondant aux normes canadiennes régissant les importations, assurant ainsi la protection des ressources végétales du Canada.

26 Systèmes de données et contrôles : bon
27 Systèmes de données et contrôles : bon

Le bien-être social et économique du Canada est étroitement lié à la santé de notre environnement, notamment des végétaux et des animaux. L'ACIA contribue à la protection de l'environnement ainsi qu'à la durabilité de l'approvisionnement alimentaire du Canada en favorisant le maintien des ressources végétales et animales. Cet aspect de son activité porte sur la protection du bétail, des cultures et des forêts du Canada contre les maladies et les ravageurs réglementés. Il lui incombe également de prévenir l'introduction dans les systèmes de production végétale et animale de substances susceptibles de nuire à la santé humaine ou à l'environnement, par l'intermédiaire des aliments pour animaux, des semences, des engrais et suppléments ou par d'autres voies, ce qui peut entraîner des conséquences néfastes sur la santé humaine et l'environnement.

Pour atteindre ce résultat stratégique, l'ACIA collabore avec Agriculture et Agroalimentaire Canada, Ressources naturelles Canada (notamment le Service canadien des forêts), Environnement Canada (notamment le Service canadien de la faune), l'Agence des services frontaliers du Canada, ainsi qu'avec d'autres partenaires et intervenants provinciaux, territoriaux et municipaux.

En 2006-2007, l'Agence a consacré environ 23 p. 100 de son budget à ce résultat stratégique.

2.3.3a Sous-activité de programme : Protéger les récoltes et les forêts du Canada

Sur les 140,1 millions de dollars dépensés par l'ACIA pour atteindre cet objectif stratégique, environ 65,2 millions ont été consacrés à la protection des cultures et des forêts canadiennes.

Il incombe à l'ACIA de protéger les cultures et les forêts canadiennes contre des ravageurs et des maladies comme l'agrile du frêne et la galle verruqueuse. L'Agence dispose de stratégies de détection et de lutte pour mettre en évidence, évaluer et maîtriser ou éradiquer les ravageurs et les maladies. Cela comprend des stratégies pour prévenir l'introduction et la propagation au Canada de ravageurs et de maladies ainsi que leur exportation vers d'autres pays.

On estime que 300 espèces d'insectes se nourrissant d'arbres sont arrivées dans les forêts nord-américaines au cours du siècle dernier, dans les valises des voyageurs et dans les conteneurs commerciaux. L'ACIA a donc élaboré des politiques et des normes en matière d'importation pour empêcher les ravageurs et les maladies de pénétrer au Canada à ses frontières

Tableau 2.3.3a.1 – Ressources financières : *Protéger les récoltes et les forêts du Canada

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
41,6	46,7	65,2	11 %

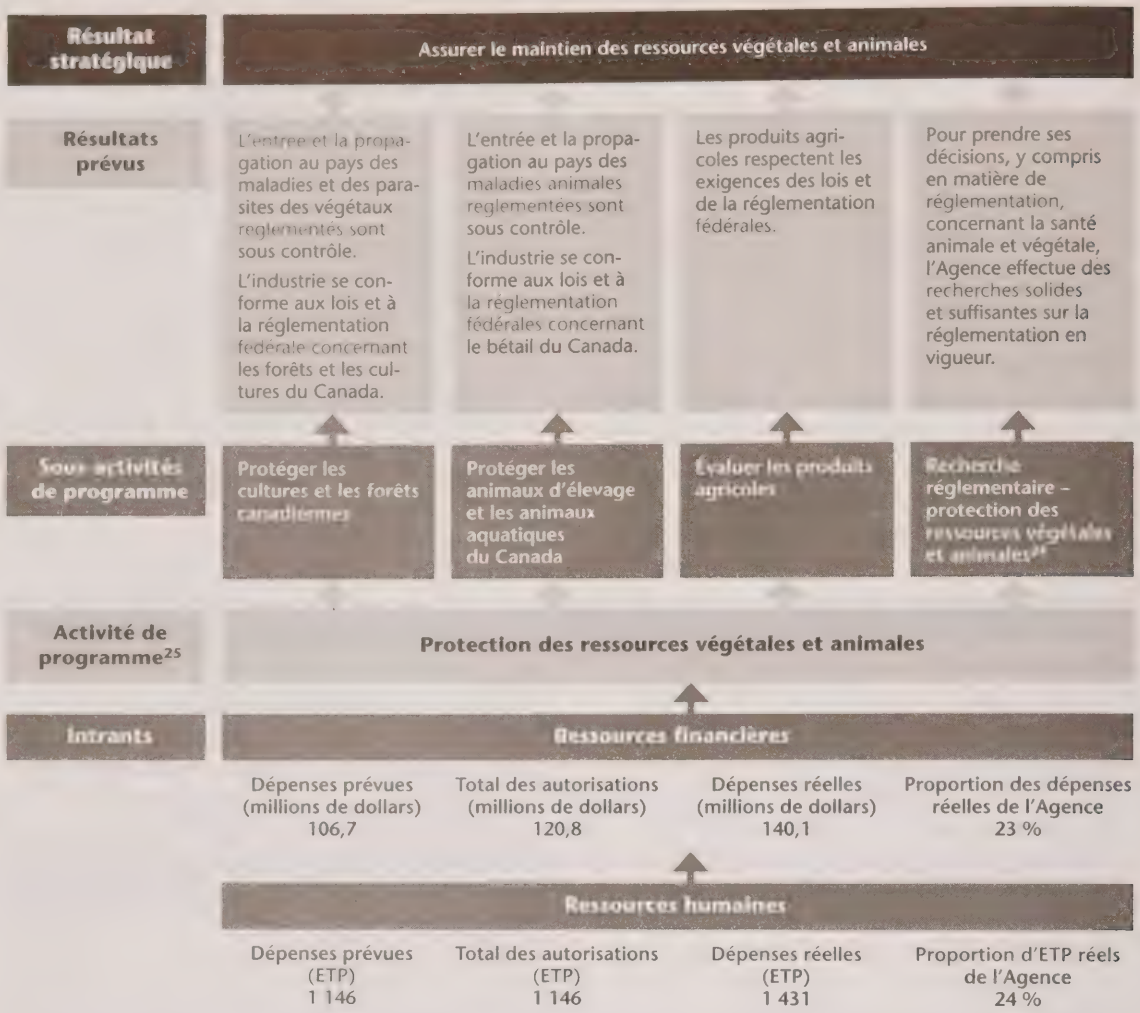
* Deux facteurs expliquent le fait que les dépenses réelles sont supérieures aux dépenses prévues, soit les dépenses de fonctionnement en cours d'exercice ayant trait au nématode à kyste de la pomme de terre découvert vers la fin de 2006-2007, et l'augmentation des paiements législatif.

Tableau 2.3.3a.2 – Valeur économique du commerce des végétaux et des produits végétaux au Canada (2006)

Total des importations : 9,612 milliards de dollars en 2006-2007	Total des exportations : 22,582 milliards de dollars en 2006-2007

Source : Industrie Canada – Base de données en ligne sur le commerce

2.3.3 Résultat stratégique : Assurer le maintien des ressources végétales et animales



Résultats atteints : En 2006-2007, l'ACIA a atteint 9 des 13 objectifs de rendement établis à l'appui de ce résultat stratégique. Lorsqu'on réfléchit au rendement de l'ACIA non assorti d'objectifs, notamment son intervention rapide et efficace en cas de détection de nouveaux phytoravageurs, on constate que l'Agence a fait des progrès remarquables dans l'obtention des résultats prévus relativement à ce résultat stratégique. L'ACIA continuera de travailler en étroite collaboration avec ses partenaires avec lesquels elle partage ces responsabilités. L'ACIA prend des mesures correctives au besoin, tout en continuant de promouvoir la durabilité des ressources végétales et animales dont dépendent la qualité et la salubrité de nos aliments.

---

24 En raison de l'effort déployé par l'Agence pour mettre l'accent sur l'information concernant le rendement par rapport aux résultats stratégiques et compte tenu du fait que la recherche réglementaire repose sur des activités, ces activités sont présentées à la section 3.3.

25 L'Agence reconnaît que l'évaluation de l'impartialité de l'information sur le rendement nécessite la prise en compte de la pertinence. L'information sur le rendement est pertinente si les résultats présentés portent sur les résultats obtenus dans le cadre de l'activité de programme connexe et les extrants recensés. Comme la Politique sur la structure de gestion des ressources et des résultats (SGRR) du Conseil du Trésor n'exige aucun énoncé des extrants pour la période de déclaration de 2006-2007, ceux-ci n'ont pas été inclus dans la chaîne de résultats de 2006-2007. L'examen et révision de l'AAP de 2008-2009 de l'Agence porteront sur les extrants; par conséquent, ces derniers seront inclus dans les chaînes de résultats pour la période de déclaration de 2008-2009.

actuelle, on n'assure pas le suivi du rejet de ces denrées, puisque les gouvernements étrangers ne sont pas tenus de prévenir le gouvernement canadien lorsqu'un produit est rejeté à leurs frontières.

Bien que les taux de rejet ne soient disponibles que pour certains produits réglementés par l'ACIA, cette dernière fait des progrès en ce qui a trait à la collecte de données sur le rendement pour cette activité et continuera de faire rapport sur les données à mesure qu'elles seront disponibles.

Certification

L'ACIA continue de satisfaire les exigences croissantes à l'appui des exportations en adoptant des programmes de certification fondés sur les systèmes de technologie de l'information tout en respectant les normes et principes scientifiques. En 2006-2007, l'Agence a mis en œuvre deux programmes de certification de ce genre, à savoir le Programme canadien de certification des matériaux d'emballage en bois et le Programme canadien de certification des produits de bois traités à la chaleur. Ces programmes s'appuient sur un système en vertu duquel les inspections sont effectuées par des tierces parties, un audit étant par la suite réalisé par l'ACIA.

À l'heure actuelle, 435 établissements sont enregistrés en vertu du Programme canadien de certification des matériaux d'emballage en bois et 485 en vertu du Programme canadien de certification des produits de bois traités à la chaleur. Au cours de l'exercice, seulement un établissement relevant de chacun de ces programmes a été jugé non conforme aux exigences en matière d'exportation.

Négociation de l'accès aux marchés

L'ACIA joue également un rôle important dans la négociation de l'accès aux marchés des produits agricoles canadiens en s'appuyant sur de solides données scientifiques. Ainsi, en août 2006, par suite de la détection du nématode doré au Québec, des mesures extraordinaires ont été prises par l'ACIA pour maintenir l'accès au marché pour les pommes de terre et les produits d'horticulture du Québec et des autres provinces. S'ajoutant à la déclaration de l'Arrêté sur les lieux infestés par le nématode doré, la délimitation immédiate des zones infestées à l'issue du prélèvement et de l'analyse de 35 564 échantillons de sol a permis à l'Agence de négocier avec profit avec les États-Unis et les autres pays et d'obtenir la normalisation du commerce en huit semaines. De façon à maintenir l'accès aux marchés, l'ACIA a également mis en œuvre un programme de certification pour toutes les exportations de plants de pomme de terre à destination des États-Unis.

mesure de la confiance dans le système canadien de certification des exportations et les activités menées par l'ACIA en matière de salubrité des aliments, santé des animaux et protection des végétaux (voir le tableau 2.3.2d.2). La certification joue un rôle capital dans la capacité du Canada au chapitre du commerce international, puisque les exportations d'aliments, de plantes, d'animaux et de produits connexes réglementés par l'ACIA se sont chiffrées à 42,6 milliards de dollars en 2006.

En 2006-2007, l'objectif de rendement pour la certification des exportations est supérieur ou égal à 99 p.100.

L'ACIA a atteint les objectifs qu'elle s'est fixés pour le programme des viandes et le programme des œufs transformés (voir le tableau 2.3.2d.2).

Lorsque des produits canadiens sont refusés par les pays importateurs, cela peut être imputable à des raisons autres que des infractions aux dispositions sanitaires ou sécuritaires. Par exemple, sur l'ensemble des produits refusés, 4,1 p. 100[23] des lots de viande ont été rejetés en raison d'une erreur d'étiquetage, 14,5 p. 100 pour des raisons de contamination (matières étrangères), 15,7 p. 100 pour des raisons « diverses » (p. ex., emballage abîmé) et les 65,8 p. 100 restants en raison d'erreur administrative et de mentions d'expédition erronées.

La certification des exportations dans le cas des programmes de fruits et légumes frais et des produits transformés n'est pas obligatoire. Toute activité de certification de l'Agence constitue un service pour l'industrie, lequel est rendu sur une base de recouvrement des coûts. À l'heure

Tableau 2.3.2d.2 – Certification des exportations

			Acceptées par les pays étrangers					
			Objectifs		Résultats			
	Valeur des exportations (2006)	Certifiées	2005-2006	2006-2007	2005-2006	2006-2007	Systèmes de données et contrôles	Atteints/ dépassés √
Viandes	3,94 milliards $	1 498 400 397 kg	≥ 99 %	≥ 99 %	99 %	> 99 %*	Bons	√*
Poisson et produits de la mer	3,57 milliards $	31 587 certificats**	≥ 99 %	≥ 99 %	99 %	98 %*	Bons	√*****
Œufs (transformés)	0,05 milliard $	12 603 163 kg	≥ 99 %	≥ 99 %	99 %	> 99 %*	Bons	√
Produits laitiers	0,22 milliard $	3 066 certificats	≥ 99 %	≥ 99 %	Non disponible	Non disponible ****	Bons	Non disponible
Végétaux et produits connexes ***	10,7 milliards $	75 787 certificats	Aucun	Aucun	99 %	> 99 %	Bons	Non disponible

* Une proportion de moins de 1 p. 100 de ces produits a été rejetée par les pays importateurs.
** La certification n'est pas obligatoire pour toutes exportations de poisson et de produits de la mer. La quantité certifiée et la quantité acceptée dans les pays étrangers ne correspond qu'aux exportations pour lesquelles la certification est obligatoire.
*** À l'exclusion du commerce facilité par la *Loi sur les semences*.
**** La certification des exportations n'est pas obligatoire et les pays ne préviennent pas l'ACIA lorsque les expéditions sont refusées.
***** Lorsque l'écart par rapport à l'objectif est de +/- 1 p. 100, on considère qu'il a été « atteint ».

Source : Atlas du commerce mondial, Système de certification des exportations, Système de gestion des ressources, Rapports trimestriels régionaux.

[23] Systèmes de données et contrôles : bon

En 2006-2007, environ 4 076 semenciers ont produit plus de 2 167 variétés de semences sélectionnées. Les inspecteurs de l'ACIA ont déterminé que 98 p. 100[21] de ces variétés respectent les normes de l'Association canadienne des producteurs de semences en ce qui concerne la pureté du produit et du processus, ce qui confirme le maintien de semences sélectionnées canadiennes de qualité élevée. En 2005-2006, le taux de conformité a été de 99 p. 100.

Outre les activités d'audit et de vérification de l'Institut canadien des semences, l'ACIA a pris 308 mesures en réponse à des incidents de non-conformité ou à des plaintes sur le marché. Les mesures prennent diverses formes : envoi de 25 lettres éducatives ou avertissements, 163 confiscations (ordonnances « d'arrêter la vente ») et 79 interdictions d'entrer au Canada. L'ACIA a également effectué 31 inspections sur des plaintes et dix enquêtes. En 2006-2007 les cas de non-conformité n'ont pas donné lieu à des poursuites en justice.

Délivrance de certificats d'obtention

L'ACIA accorde des doits exclusifs aux sélectionneurs canadiens pour leurs nouvelles variétés et, en vertu de l'article 78 de la *Loi sur la protection des obtentions végétales*, l'Agence fait rapport sur l'administration de la loi. L'intention du législateur est de favoriser l'amélioration des végétaux au Canada par la protection des droits de propriété intellectuelle, de fournir aux producteurs canadiens un meilleur accès aux variétés de semences étrangères et de faciliter la protection des variétés canadiennes dans d'autres pays.

Les données sont recueillies par année civile, en vertu de la *Loi sur la protection des obtentions végétales*. En 2006, l'ACIA a reçu 498 demandes de protection d'obtentions végétales[22] et a accordé des droits à 304 variétés végétales. Elle a également renouvelé les droits de 1 262 variétés approuvées au préalable. L'Agence a réalisé des recettes de 1 074 850 $ pour ses services d'enregistrement.

2.3.2d Sous-activité de programme : Certification des exportations

Au nombre des principales stratégies liées à cette sous-activité, mentionnons le maintien de bonnes relations avec les gouvernements étrangers, les associations et les industries canadiennes fondées sur des données scientifiques étayées par des normes, de même que la délivrance de certificats attestant que certaines exportations canadiennes d'aliments et de produits alimentaires, ainsi que des produits végétaux et animaux et leurs produits associés respectent les exigences des pays importateurs.

Sur les 77,1 millions de dollars dépensés par l'Agence pour atteindre ce résultat stratégique, environ 19,8 millions ont été consacrés à la certification des exportations.

Résultat prévu : *Les exigences des autres pays au chapitre des importations sont respectées*

L'ACIA inspecte et certifie les produits réglementés destinés aux marchés internationaux afin de confirmer la situation sanitaire et phytosanitaire et la qualité du produit exporté. La proportion de produits certifiés acceptés par les pays étrangers est utilisée comme indicateur du succès et peut être considérée comme une

Tableau 2.3.2d – Ressources financières : *Certification des exportations*

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
47,6	51,9	19,8	3 %

21 Systèmes de données et contrôles : bon
22 Systèmes de données et contrôles : raisonnable

non-conformité majeure. Ajoutées aux enquêtes menées au cours des périodes de déclaration précédentes, ces enquêtes ont entraîné 18 condamnations et les contrevenants ont dû payer 12 000 $ d'amende en tout, ce qui montre bien l'engagement de l'ACIA à assurer la protection du consommateur.

Semences

En vertu de la *Loi sur les semences*, l'ACIA réglemente les semences importées et canadiennes, certifie les exportations de semences et enregistre les variétés de semences ainsi que les établissements de production de semences (semenciers). L'ACIA exploite deux laboratoires d'analyse des semences qui fournissent des avis et des tests scientifiques sur la germination des semences, la pureté variétale et mécanique, ainsi que les maladies. L'Agence travaille également avec l'Institut canadien des semences et l'Association canadienne des producteurs de semences au maintien de systèmes de gestion de la qualité des semences au Canada. Ces systèmes visent à faire en sorte que les semences ne soient pas contaminées par des mauvaises herbes ou d'autres végétaux, et que ce qui pousse en fin de compte corresponde à ce qui est indiqué sur l'étiquette du sac ou du chargement en vrac.

Ses partenaires la secondent dans ses activités. L'Institut canadien des semences évalue les semenciers pour assurer le maintien de normes de qualité. Quant à l'Association canadienne des producteurs de semences, elle surveille et certifie les semences sélectionnées (généalogiques) pour toutes les cultures, sauf la pomme de terre. D'après les rapports d'inspection des cultures de semences de généalogie contrôlée, l'Association délivre également des certificats de culture qui témoignent de la conformité aux normes de pureté variétale et aux procédures d'inspection des cultures de semences sélectionnées.

En 2006-2007, l'Institut canadien des semences (ICS) a mené 306 évaluations de la qualité des établissements producteurs de semences sur un total de 1 240 établissements, y compris les semenciers enregistrés, les importateurs autorisés et les laboratoires privés afin de confirmer qu'ils respectaient bien les normes de qualité de l'Institut. Le nombre d'évaluations représente une augmentation importante par rapport aux 205 évaluations réalisées en 2005-2006. Les résultats indiquent que 99 p. 100 des semenciers évalués ne présentaient pas de lacunes majeures ou graves, comparativement à 72 p. 100 en 2005-2006.

Les inspecteurs de l'ACIA ont aussi effectué une surveillance du marché tant pour les semences sélectionnées que pour les non sélectionnées et ils ont ciblé des établissements dont le dossier de conformité était peu reluisant, de même que ceux ayant fait l'objet de plaintes de la part d'acheteurs de semences. Au cours de l'exercice, les laboratoires de l'ACIA ont effectué 8 666 analyses portant sur 6 420 échantillons.

Le taux de conformité ciblé pour les semences canadiennes sélectionnées est de 95 p. 100, tandis que celui pour les semences canadiennes non sélectionnées est de 85 p. 100.

Les résultats des analyses de surveillance du marché effectuées en 2006-2007 indiquent des taux de conformité de 93 p. 100 pour les semences sélectionnées[18], de 88 p. 100 pour les semences non sélectionnées[19]. Même si l'objectif pour les semences canadiennes sélectionnées n'a pas encore été atteint en 2006-2007, les taux de conformité sont en légère hausse par rapport aux taux de 92 p. 100 et de 86 p. 100 pour les analyses effectuées en 2005-2006. Les analyses effectuées en 2006-2007 ont également indiqué un taux de conformité de 96 p. 100 pour les semences importées[20] (en baisse par rapport à 99 p. 100 dans le cas des analyses effectuées en 2005-2006).

L'ACIA a entamé des discussions avec l'industrie de la semence afin d'examiner les lacunes en matière de conformité.

---

18 Systèmes de données et contrôles : bon
19 Systèmes de données et contrôles : bon
20 Systèmes de données et contrôles : bon

conformité de manière cyclique ou sectorielle. Comme l'échantillonnage ciblé vise par définition des secteurs à problème, les taux de conformité qui en résultent ne donnent pas une juste indication de la conformité du marché en général, mais confirment plutôt l'existence d'un segment de l'industrie qui ne se conforme pas à la réglementation. On trouvera des exemples ci-après.

Dans le cadre de cette approche sectorielle, en 2006-2007, les inspecteurs ont concentré leur attention sur les produits de boulangerie et de céréales, tant ceux fabriqués au Canada que les importations. L'inspection de 209 entreprises a permis de détecter 1 109 infractions au *Règlement sur les aliments et drogues* et à la *Loi sur l'emballage et l'étiquetage des produits de consommation* et son règlement d'application, notamment une fausse représentation en raison d'allégations inexactes sur les éléments nutritifs (p. ex., acide gras trans, acide gras saturé, sodium), la présence d'allergènes courants non déclarés sur la liste des ingrédients et des allégations trompeuses mettant l'accent sur des ingrédients et des saveurs. Les résultats de ces inspections font actuellement l'objet d'une analyse approfondie. Des stratégies et des recommandations pour promouvoir la conformité à l'échelle du secteur seront ensuite élaborées et communiquées au secteur.

Ayant comme base une approche d'inspection fondée sur les risques, un autre projet ciblait l'huile d'olive. Les analyses de l'ACIA ont mis en évidence une augmentation de l'adultération de l'huile d'olive par rapport aux exercices précédents. Le taux de conformité en 2006-2007 était de 67 p. 100 comparativement à 83 p. 100 l'an dernier et d'une moyenne de 94 p. 100 au cours des trois années précédentes (voir le tableau ci-dessous). Bien que ce taux de conformité de cette année ne soit pas une indication sûre de la conformité du marché en général (puisque l'échantillon était ciblé à des problèmes potentiels), il indique toutefois qu'une quantité importante d'huile d'olive a été coupée avec des huiles moins coûteuses telles que l'huile de tournesol ou l'huile de canola, ou avec des huiles fabriquées à partir de grignons d'olive plutôt qu'avec la pulpe des olives. En 2006-2007, l'ACIA a pris des mesures d'exécution allant jusqu'à la poursuite des entreprises en infraction avec les normes réglementaires, car il s'agit d'une activité frauduleuse qui choque les consommateurs et qui vise à altérer l'huile d'olive dont les propriétés et la saveur ne répondent plus aux attentes. Une des mesures d'exécution a entraîné l'imposition d'une amende de 4 000 $ à l'entreprise pour avoir vendu de manière frauduleuse et trompeuse sous l'appellation d'« huile extra vierge » un produit non conforme.

En vertu du *Code criminel*, l'ACIA est habilité à mener des enquêtes et des activités d'exécution de la loi selon les dispositions de la *Loi sur l'emballage et l'étiquetage des produits de consommation* et de la *Loi sur les aliments et drogues*. En 2006-2007, l'Agence a fait enquête sur six cas de

Tableau 2.3.2c.2 – Taux de conformité pour l'étiquetage de l'huile d'olive

Exercice	Nbre de marques échantillonnées	Nbre de marques présentant une adultération	Pourcentage de conformité*
2006-2007	45	15	66,7
2005-2006	42	7	83,3
2004-2005	64	5	92,0
2003-2004	53	3	94,3
2002-2003	49	2	95,9

* Étant donné que l'échantillonnage est axé sur des problèmes soupçonnés, les données ci-dessus ne sont pas révélatrices de la conformité du marché en général.

injustement et avec inexactitude le poids net et le contenu sur l'étiquette) et facilite une concurrence loyale pour l'industrie en vérifiant la conformité en ce qui a trait à la quantité nette, la composition, l'étiquetage et les dispositions relatives à l'étiquetage et à la publicité du *Règlement sur les aliments et drogues*, et du *Règlement sur l'emballage et l'étiquetage des produits de consommation*, tant des produits alimentaires fabriqués au Canada que des importations. Ce programme réglementaire complète des programmes similaires dans les secteurs agréés (p. ex., viandes, produits laitiers, poisson et produits de la mer) en protégeant les canadiens contre les pratiques commerciales déloyales dans le secteur non agréé.

Grâce au travail de ses comités techniques, l'ACIA s'attaque en priorité à d'éventuelles pratiques d'étiquetage trompeuses sur le marché et développe des stratégies pour que les inspections et les ressources des laboratoires ciblent les produits et les établissements dont la non-conformité fait peser le plus grand risque sur le consommateur.

L'ACIA fait la promotion de la conformité en sensibilisant les commerçants à tous les types d'exigences réglementaires, en faisant enquête sur les plaintes des consommateurs et les plaintes commerciales, en inspectant et en analysant les produits alimentaires aux différents niveaux de la fabrication, de la vente au détail et de l'importation, et en prenant des mesures efficaces à l'appui de la conformité.

En 2006-2007, 2 646 inspections de produits alimentaires ont permis de découvrir 12 386 infractions ce qui représente une moyenne de cinq infractions par inspection. La moyenne de cinq infractions par inspection représente une série d'infractions concernant des pratiques commerciales trompeuses et déloyales relatives à la quantité nette, à la composition, à l'adultération, à l'absence d'information obligatoire, aux données sur la nutrition, à l'information dans les deux langues et à des allégations trompeuses. Le nombre d'infractions est à peu près le même que la moyenne des quatre années précédentes de 12 150 infractions. Toutes les infractions ont entraîné des mesures d'exécution appropriées allant jusqu'à la poursuite des contrevenants. Des exemples sont donnés ci-après.

> En mai 2006, une entreprise a eu une amende de 14 000 $ pour avoir omis de mentionner de la poudre de lactosérum sur la liste des ingrédients de l'étiquette du produit alimentaire. La non-indication de poudre de lactosérum est une omission dont les conséquences peuvent être graves car de nombreux Canadiens sont allergiques aux aliments à base de lait. Or, le *Règlement sur les aliments et drogues* exige, à quelques exceptions près, que les produits alimentaires multi-ingrédients préemballés comportent une liste des ingrédients et de leurs éléments, le cas échéant, par ordre de proportion décroissante en fonction du poids ou du pourcentage du produit.
>
> En novembre 2006, une entreprise a eu une amende de 4 000 $ pour avoir vendu des produits alimentaires préemballés dont l'étiquette n'indiquait pas la quantité nette comme l'exige la *Loi sur l'emballage et l'étiquetage des produits de consommation*.

Le Programme des pratiques équitables d'étiquetage est également chargé de la conception de programmes et d'outils pour faciliter la conformité. Par exemple, au cours de l'exercice 2006-2007, les activités pour mettre en œuvre les modifications au *Règlement sur les aliments et drogues* du Canada concernant l'étiquetage nutritionnel, les allégations de contenu nutritif et les allégations pour la santé liées au régime ont été les suivantes : élaboration d'outils d'inspection et d'autre outils pour aider l'industrie à mettre en œuvre ces nouveaux règlements, formation du personnel de l'industrie et de l'ACIA et réponse à de nombreuses demandes de renseignements des intervenants. Ces activités se poursuivront tout au long de 2007-2008.

Outre ses efforts constants au chapitre de la conformité et de l'application de la loi, l'ACIA a mené plusieurs projets ciblés fondés sur le risque; par exemple, elle a effectué un sondage auprès des détaillants dans le but de concentrer l'attention de ses services d'inspection sur des denrées particulières et sur des questions de

octroi de licence) de nouveaux établissements; le processus d'approbation des étiquettes pour les produits carnés; et l'émission de documents électroniques pour l'importation et l'exportation.

Première initiative de l'ACIA dans le cadre de la réforme des inspections, le Programme modernisé d'inspection de la volaille intègre les principes HACCP et les mesures objectives des résultats à la méthode d'inspection. On a élaboré trois normes de rendement axées sur des résultats afin d'évaluer la conformité au Programme. Les normes reposent sur des données scientifiques et visent à relever et à contrôler les éventuels risques pour la salubrité des aliments dans le processus de production préliminaire de la volaille. En 2006-2007, l'adoption du nouveau programme dans les établissements ciblés atteignait un taux de 82,5 p. 100 (33 des 40 établissements de production de volaille enregistrés au fédéral). Le Projet de rejet de la volaille s'appuie sur la base HACCP du Programme modernisé d'inspection de la volaille et renforce la supervision vétérinaire du bien-être des animaux, de la maîtrise des risques pour la salubrité des aliments et du dépistage précoce des maladies animales exotiques. Le Système de vérification de la conformité intègre les démarches de vérification HACCP aux outils d'inspection préexistants pour créer une interface améliorée et sans faille entre l'ACIA et les parties réglementées.

La Norme canadienne d'hygiène des viandes, ainsi que les Guides techniques complémentaires établissent les exigences juridiques et techniques pour assurer la production de viande et de produits carnés sains et de qualité. Ces documents peuvent être utilisés comme base par les gouvernements provinciaux lorsqu'ils modifient leurs propres systèmes d'inspection des viandes, et servir de référence pour les exigences de salubrité des aliments au cours des inspections fédérales des viandes.

2.3.2c Sous-activité de programme : Protéger les consommateurs et le marché contre les pratiques déloyales

Dans le cadre de cette sous-activité, l'ACIA mène diverses stratégies qui visent à décourager les pratiques commerciales trompeuses et déloyales. Il s'agit notamment de vérifier la conformité aux normes régissant l'étiquetage, la composition, la quantité nette, la publicité ainsi que la façon dont l'information est présentée sur les étiquettes des produits alimentaires. Les stratégies de l'ACIA dans le cadre de cette sous-activité visent également la promotion de la conformité à la *Loi sur les semences*, l'octroi des droits aux semenciers, l'administration de la délivrance de permis et la prestation d'un service d'inspections objectives pour les acheteurs et les vendeurs de fruits et légumes frais.

Sur les 77,1 millions de dollars dépensés par l'Agence pour atteindre cet objectif stratégique, environ 16,7 millions ont été consacrés à protéger les consommateurs et le marché contre les pratiques déloyales.

Résultat prévu : *L'Agence décourage l'adoption de pratiques commerciales trompeuses et déloyales*

Pratiques équitables d'étiquetage[17]

Le Programme des pratiques équitables d'étiquetage protège les consommateurs contre les pratiques trompeuses (p. ex., le fait d'indiquer

Tableau 2.3.2c.1 – Ressources financières : *Protéger les consommateurs et le marché contre les pratiques déloyales*

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
14,0	15,2	16,7	2 %

17 Pour améliorer encore la communication d'information sur les pratiques équitables d'étiquetage aux Canadiens, l'Agence élaborera des objectifs de rendement axés sur les résultats dans le cadre de l'examen de son Cadre de mesure du rendement à l'automne 2007.

Règlement sur les produits biologiques

Le *Règlement sur les produits biologiques* établit un système en vertu duquel l'ACIA, en tant qu'autorité compétente, réglemente l'utilisation d'une étiquette « *biologique Canada* » sur les produits agricoles. Le partenaire de l'ACIA, Agriculture et Agroalimentaire Canada, établit les normes relatives aux produits biologiques qui jettent les bases de la réglementation sur ces produits et joue également un rôle important dans la négociation de normes d'équivalence avec la Commission européenne.

Ce règlement s'appuie sur le système d'agrément national déjà en place et sur les organismes de certification pour assurer la crédibilité et une assise à l'évaluation. Le Règlement introduit régit l'utilisation d'un nouveau logo portant la mention « *biologique Canada* », ainsi que les exigences de certification des produits issus de l'agriculture biologique. Le cadre réglementaire comprend une norme de production biologique obligatoire, un régime de certification et d'inspection, de même que des exigences visant les importations. Les Systèmes de production biologique, les Principes généraux et normes de gestion ainsi que les Listes de substances permises élaborées par l'Office des normes générales du Canada constituent la base du régime.

Règlement sur l'indemnisation en cas de destruction d'animaux

Le *Règlement sur l'indemnisation en cas de destruction d'animaux* a été publié en 2000, en remplacement du *Règlement de 1992 sur les plafonds des valeurs marchandes des animaux détruits*. Les montants maximums pour chaque animal figurant sur la liste de l'annexe du Règlement n'ont pas été considérablement modifiés depuis 2000 et, en conséquence, la liste des animaux et les plafonds connexes ne correspondaient plus au profil de l'industrie canadienne du bétail ou à la valeur marchande actuelle des têtes de bétail. Ces modifications mettent à jour la liste des animaux réglementés et ajustent les plafonds d'indemnisation.

Renforcement de l'interdiction de 1997 sur les aliments du bétail

En 2006-2007, l'ACIA a publié des modifications réglementaires pour renforcer l'interdiction de 1997 frappant les aliments du bétail et introduire de nouvelles exigences visant l'enlèvement des matières à risque spécifiées de tous les aliments destinés au bétail et des engrais. Ce règlement interdit au secteur de l'équarrissage, de la production d'aliments pour le bétail et de la distribution d'introduire la plupart des protéines mammaliennes dans les aliments destinés à des ruminants comme les bovins, les moutons et les chèvres. Le règlement exige également que ces secteurs documentent leur production y compris l'alimentation du bétail, en conservant un registre des méthodes utilisées. Comme le nouveau règlement est entré en vigueur en juillet 2007, l'ACIA rendra compte pour la première fois de la conformité à ces nouvelles exigences dans son *Rapport sur le rendement* de 2007-2008.

Réforme de l'inspection des viandes

La Réforme de l'inspection des viandes du Canada consiste à moderniser le système d'inspection des viandes du pays. Elle répond aux objectifs suivants : assurer la salubrité et la qualité des viandes et des produits carnés canadiens, conserver la confiance des consommateurs et élargir l'accès au marché, fournir une base de réglementation solide à l'industrie et contribuant à la compétitivité et assurer la prestation de programmes d'inspection de la manière la plus efficace et efficiente qui soit. La Réforme de l'inspection des viandes apporte des changements aux programmes d'inspection fédéraux et introduit une Norme canadienne d'hygiène des viandes.

Les initiatives de l'ACIA pour réformer les activités d'inspection dans les établissements enregistrés au fédéral introduisent des allégements qui touchent : l'inspection de la volaille en vertu du Programme modernisé d'inspection de la volaille et du Projet de rejet de la volaille; l'inspection de la viande rouge sous l'égide du programme d'inspection reposant sur le système HACCP; l'inspection de la transformation des viandes sous l'égide du système de vérification de la conformité; l'ouverture (enregistrement et

priorités de 2006-2007 soient reportées et figurent à la Partie I de la *Gazette du Canada* de 2007-2008.

Initiatives législatives

Bien qu'il n'y ait pas eu d'initiatives législatives propres à l'ACIA au cours de l'exercice 2006-2007, le travail s'est poursuivi sur l'élaboration d'options en vue d'une stratégie législative. En outre, les représentants de l'ACIA ont travaillé en étroite collaboration avec leurs homologues de Santé Canada sur le document de discussion de Santé Canada intitulé *Vers une stratégie de modernisation de la réglementation sur les aliments et la nutrition.* Les représentants de l'ACIA ont également travaillé en concertation avec leurs homologues d'autres ministères fédéraux à la gestion de plusieurs projets de loi présentés par des députés à titre privé et ayant des conséquences pour l'ACIA, notamment le projet de loi S-213, *Loi modifiant le Code criminel* (cruauté envers les animaux), sous la direction du ministère de la Justice; le projet de loi S-205, *Loi modifiant la Loi sur les aliments et drogues* (eau potable saine), sous la direction de Santé Canada); le projet de loi S-283, *Loi modifiant la Loi sur les aliments et drogues* (étiquetage des aliments), sous la direction de Santé Canada.

Initiatives de réglementation

En 2006-2007, l'ACIA a eu plus de 60 projets de règlement en cours d'élaboration, embrassant tous les programmes de l'Agence. Par ailleurs, les règlements qui suivent ont été publiés dans la *Gazette du Canada*, Partie I ou II au cours de cette période :

- *Loi modifiant le Règlement sur la protection des végétaux (documentation électronique)*
- *Règlement modifiant le Règlement sur la santé des animaux et le Règlement modifiant certains règlements dont l'Agence canadienne d'inspection des aliments est chargée d'assurer ou de contrôler l'application (exigences en matière d'importation)*
- *Règlement modifiant le Règlement sur l'inspection du poisson (poisson salé et autres dispositions)*
- *Règlement sur les produits biologiques*
- *Règlement sur l'indemnisation relative au nématode doré*
- *Règlement correctif visant certains règlements dont l'Agence canadienne d'inspection des aliments est chargée d'assurer et de contrôler l'application (Comité permanent d'examen de la réglementation)*
- *Règlement modifiant le Règlement sur les œufs (HACCP et autres exigences)*
- *Règlement modifiant le Règlement sur la délivrance de permis et l'arbitrage (dispositions relatives à l'exemption)*
- *Règlement interdisant l'importation des animaux appartenant à la famille des bovidés et de leurs produits, nº 2 (prolongation)*
- *Règlement correctif visant certains règlements dont l'Agence canadienne d'inspection des aliments est chargée d'assurer et de contrôler l'application (prolongation de l'interdiction)*
- *Règlement sur l'indemnisation relative au Phytophthora Ramorum (encre des chênes rouges)*
- *Règlement modifiant le Règlement sur l'indemnisation relative aux parasites forestiers introduits*
- *Règlement modifiant le Règlement sur la classification des carcasses de bétail et de volaille (classification du bison)*
- *Règlement modifiant le Règlement sur l'indemnisation en cas de destruction d'animaux*
- *Règlement modifiant le Règlement sur les semences (normes régissant les semences)*
- *Modalités relatives à l'indemnisation des propriétaires d'animaux morts des suites de la fièvre charbonneuse, nº 2.*

L'ACIA continuera de veiller à ce que les infrastructures réglementaires soient établies à l'appui de la protection du consommateur et de la compétitivité des marchés nationaux et internationaux. Les principales initiatives réglementaires entreprises en 2006-2007 qui revêtent une importance particulière pour les Canadiens sont analysées ci-après.

L'ACIA dirige également l'élaboration de lignes directrices pour la détection avant l'importation de plantes susceptibles d'être envahissantes.

Système de certification des semences de l'Organisation de coopération et de développement économiques (OCDE)
Au cours des deux dernières années, l'ACIA a présidé le Système de certification des semences de l'OCDE, qui certifie les variétés de semences que l'on retrouve sur le marché international pour assurer une qualité de semences uniformément supérieure. L'ACIA a également participé à l'élaboration de normes et de programmes internationaux pour les semences, notamment les normes pour le canola.

2.3.2b Sous-activité de programme : Maintenir un cadre de réglementation efficace

Parmi les principales stratégies liées à cette sous-activité, mentionnons l'élaboration de règlements pour assurer un cadre de réglementation efficace à l'appui de la protection du consommateur et la compétitivité des marchés nationaux et internationaux.

Sur les 77,1 millions de dollars dépensés par l'Agence pour atteindre ce résultat stratégique, 23,8 millions ont été alloués au maintien d'un cadre de réglementation efficace.

> **Résultat prévu :** *L'Agence veille au maintien d'un cadre de réglementation national transparent fondé sur des principes scientifiques et des règles*[16]

L'ACIA a fait des progrès dans la modernisation et le renforcement de ses processus internes pour élaborer des politiques et des lois spécifiques aux activités de sa mission à l'appui de la salubrité des aliments, de la santé des animaux et de la protection des végétaux. Ces améliorations devraient déboucher sur des activités réglementaires plus équitables, plus efficientes et adaptées. Plus précisément, l'ACIA continuera à mettre en œuvre et à raffiner un processus d'identification et de répartition des nouveaux problèmes, qui comprendra une évaluation approfondie des instruments disponibles ainsi que la consultation rapide et permanente des intervenants et des partenaires. Le processus comprend plusieurs étapes d'examen en comités avec une gradation des niveaux de difficulté en fonction des niveaux de responsabilité. Le processus sera évalué et perfectionné en permanence, à mesure que des possibilités d'amélioration ou de rationalisation seront mises en évidence.

De plus, un nouveau plan de réglementation a été élaboré et approuvé par la haute direction à l'automne 2006. Ce plan replace les priorités réglementaires dans le contexte des priorités stratégiques et a entraîné l'ajustement des priorités de certains programmes réglementaires. En outre, dans le but de répondre à la nécessité d'une consultation approfondie, et à des fins d'ouverture et de transparence, plusieurs modifications réglementaires ont fait l'objet de consultations supplémentaires, notamment dans les domaines des aliments médicamentés, du transport sans cruauté des animaux, des fruits et légumes frais, de la délivrance de permis et de l'arbitrage, de la sélection des semences et de l'enregistrement des variétés. Il a été par ailleurs nécessaire de s'attaquer à plusieurs priorités nouvelles telles que le nématode doré, l'encre des chênes rouges et les normes de composition du fromage. On s'attend à ce que les grandes

Tableau 2.3.2b.1 – Ressources financières : *Maintenir un cadre de réglementation efficace*

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
7,0	7,6	23,8	4 %

[16] L'ACIA reconnait que le résultat prévu repose sur une activité et non un résultat. Toutefois, comme le résultat prévu a été présenté dans le *Rapport sur les plans et les priorités*, l'Agence doit rendre compte des résultats dans le présent *Rapport sur le rendement*. Un examen et une révision de l'AAP de l'Agence menés récemment, notamment l'élaboration de résultats prévus reposant sur un résultat, porteront sur cette question.

En tant que membre de l'OIE, le Canada a été un acteur de premier plan dans les processus d'établissement des normes de l'OIE et il a accès aux notifications précoces des flambées de maladies animales qui peuvent avoir une incidence sur le commerce.

Les experts canadiens, qui sont membres de groupes spéciaux de l'OIE ont contribué à établir des normes dans des domaines comme l'épidémiologie. Deux fois par an, par l'intermédiaire du Bureau du vétérinaire en chef, l'ACIA entreprend un processus de consultation de toutes les parties intéressées concernant les nouvelles normes ou les normes révisées élaborées par l'OIE. Ce processus met à contribution plusieurs ministères et organismes, les autorités provinciales, les associations industrielles nationales et les organisations non gouvernementales qui préparent et présentent leurs commentaires sur les normes.

Le Canada travaille également à l'échelle internationale avec plusieurs pays membres de l'OIE pour créer un consensus en vue de l'adoption des normes à la Session générale de l'Organisation. L'ACIA dirige la participation du Canada à la Session générale annuelle du Comité international de l'OIE en mai où sont adoptées les nouvelles normes ou les normes révisées qui seront publiées dans les codes sanitaires pour les animaux terrestres et aquatiques. Leur publication boucle le cycle annuel d'élaboration de normes internationales à fondement scientifique pour la santé des animaux, des êtres humains et de l'écosystème et pour le commerce sûr des animaux et des produits animaux à l'échelle internationale. Le Canada agit présentement à titre de membre élu de la Commission administrative de l'OIE pour la période s'échelonnant de 2006 à 2009.

Commission du Codex Alimentarius

Le Codex est une organisation internationale à vocation normative créée par l'Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO) et l'Organisation mondiale de la santé (OMS), dont le mandat est d'élaborer des normes alimentaires pour faciliter l'adoption de pratiques loyales dans le commerce international des denrées alimentaires. Les normes, codes de pratique et lignes directrices du Codex constituent le point de référence pour l'Accord SPS de l'OMC, en ce qui concerne la salubrité des aliments. En participant au Codex, l'ACIA joue un rôle influent dans l'élaboration de normes internationales et des textes connexes. Elle tient à ce que les textes reflètent les objectifs canadiens en matière de salubrité des aliments et de pratiques commerciales loyales et s'assure que les normes adoptées sont fondées sur des principes scientifiques éprouvés et propres à doter les denrées alimentaires d'un cadre réglementaire international équitable et efficace. L'ACIA assure la présidence du Comité du Codex sur l'Étiquetage des denrées alimentaires et, avec d'autres ministères, participe à l'organisation des réunions du Comité au Canada.

Convention internationale pour la protection des végétaux (CIPV)

La Convention est un traité international qui a pour objet de prévenir l'introduction et la dissémination d'organismes nuisibles pour les végétaux (phytoravageurs et produits végétaux) et de promouvoir l'adoption de mesures appropriées de lutte contre ces organismes. En participant de façon proactive à ce traité international, l'ACIA a contribué à l'élaboration de plusieurs normes internationales visant les mesures phytosanitaires. Ces normes facilitent les exportations de végétaux et de produits végétaux canadiens tout en améliorant la gestion du risque liée aux importations au Canada. Le Canada occupe à l'heure actuelle le poste de vice-président du Bureau auprès de la Commission des mesures phytosanitaires, qui régit la Convention internationale pour la protection des végétaux.

Organisation nord-américaine pour la protection des plantes (NAPPO)

La NAPPO est une organisation régionale à l'échelle du continent vouée à la protection des végétaux qui offre des mécanismes d'échange d'information et privilégie des objectifs communs dans les activités liées à la protection des végétaux. L'ACIA participe activement à l'élaboration de normes régionales nord-américaines, telles que les normes pour la certification des arthropodes utilisés comme agents de lutte biologique à des fins commerciales et pour l'importation et la dissémination en milieu confiné d'arthropodes transgéniques.

Résultat prévu : *L'Agence contribue à l'élaboration et à la mise en œuvre de règles, de normes et d'ententes internationales au moyen de négociations internationales*[15]

Les Canadiens bénéficient d'aliments sains, de ressources végétales et animales sûres et d'un environnement protégé. Les règles scientifiques qui sont appliquées de manière prévisible, transparente et non discriminatoire sur le territoire et au niveau international contribuent à la réalisation de ces avantages pour les Canadiens. L'ACIA collabore dans un cadre bilatéral ou multilatéral avec plusieurs partenaires internationaux pour demeurer à l'avant-garde du progrès scientifique et pour promouvoir des décisions et des politiques judicieuses et à fondement scientifique dans la sphère internationale.

En 2006-2007, l'Agence a fait d'importantes contributions à l'élaboration de règles et normes internationales et a fait progresser plusieurs questions bilatérales dans les domaines suivants :

Organisation mondiale du commerce (OMC) – Mesures sanitaires et phytosanitaires

L'Organisation mondiale du commerce se penche sur les règles d'échange entre les pays à un niveau pratiquement mondial. Il existe au sein de l'OMC une entente qui définit la façon dont les gouvernements peuvent appliquer au commerce les mesures relatives à la salubrité des aliments, à la santé animale et à la protection des végétaux (mesures sanitaires et phytosanitaires ou SPS). L'ACIA est l'organisme du gouvernement du Canada responsable de l'*Accord sur l'application des mesures sanitaires et phytosanitaires de l'OMC*. Une mesure sanitaire et phytosanitaire est une mesure adoptée pour :

> Protéger la vie ou la santé végétale ou animale, sur le territoire d'un membre, contre les risques découlant de l'entrée, de l'établissement ou de la propagation de ravageurs, de maladies, d'organismes vecteurs de microbes pathogènes ou d'organismes pathogènes.
>
> Protéger la vie ou la santé humaine ou animale, sur le territoire d'un membre, contre les risques découlant de la présence d'additifs, de contaminants, de toxines ou d'organismes pathogènes dans les aliments, les boissons et les aliments pour animaux.
>
> Protéger la vie ou la santé humaine, sur le territoire d'un membre, contre les risques découlant de maladies dont des animaux, végétaux ou produits sont porteurs ou de l'entrée, de l'établissement ou de la propagation de ravageurs.
>
> Prévenir ou limiter d'autres dommages causés sur le territoire d'un membre par l'entrée, l'établissement ou la propagation de ravageurs.

L'ACIA coordonne la mise en œuvre des mesures sanitaires et phytosanitaires par les ministères et organismes fédéraux, provinciaux et régionaux, pour s'assurer qu'elles sont conformes aux obligations du Canada en vertu de l'OMC. En 2006-2007, l'ACIA a été à la tête de la participation canadienne à trois réunions du Comité SPS de l'OMC. Ce Comité est la principale tribune pour discuter de la mise en œuvre de l'Accord SPS de l'OMC et pour faire connaître dans une enceinte multilatérale les préoccupations liées aux mesures sanitaires et phytosanitaires.

Organisation mondiale de la santé animale (OIE)

L'OIE est un organisme internationale à vocation normative dont la principale finalité est d'assurer la transparence de la situation mondiale des maladies animales et des zoonoses et, par la mise en œuvre de plusieurs activités, de préserver le commerce mondial en publiant des normes sanitaires pour le commerce international des animaux et des produits animaux.

---

[15] L'ACIA reconnaît que le résultat prévu repose sur une activité et non un résultat. Toutefois, comme le résultat prévu a été présenté dans le *Rapport sur les plans et les priorités*, l'Agence doit rendre compte des résultats dans le présent *Rapport sur le rendement*. Un examen et une révision de l'AAP de l'Agence menés récemment, notamment l'élaboration de résultats prévus reposant sur un résultat, porteront sur cette question.

Résultats atteints : En 2006-2007, l'ACIA a atteint 6 des 7 objectifs de rendement établis à l'appui de ce résultat stratégique, tandis qu'elle continue de s'améliorer dans les domaines où on a déterminé que des améliorations étaient requises. Ce résultat satisfaisant, associé au rendement de l'ACIA dans des domaines où aucun objectif n'est fixé, notamment au chapitre de la collaboration avec ses différents partenaires pour élaborer des normes, des méthodes et des procédures efficaces et assurer des pratiques équitables d'étiquetage, a aidé l'Agence à atteindre les résultats prévus. Par conséquent, l'ACIA a appuyé la prestation d'un régime de réglementation équitable et efficace.

Un régime de réglementation équitable et efficace pour la salubrité des aliments, la santé animale et la protection des végétaux est indispensable à la confiance des consommateurs et à la vigueur de l'économie canadienne. En plus de favoriser la concurrence et de protéger les consommateurs contre les pratiques déloyales, il facilite l'accès des produits canadiens aux marchés étrangers, ce qui stimule la croissance du commerce international. En tant que principal organisme fédéral de réglementation des aliments, des animaux, des végétaux et des produits connexes, l'ACIA est déterminée à promouvoir un régime de réglementation juste et efficace.

Avant l'exportation, la convention internationale exige la certification de la qualité, de la salubrité et de la conformité à d'autres normes connexes par une autorité publique compétente au niveau national pour de nombreux produits de base, dont le poisson, la viande, les animaux et les produits végétaux. L'agence constitue l'organisme de réglementation canadien chargé expressément de délivrer ces certificats. Elle travaille en collaboration avec Santé Canada, Affaires étrangères et Commerce international Canada, entre autres, en vue de s'acquitter de cette responsabilité.

Les activités liées à l'obtention de ce résultat stratégique aident l'ACIA à atteindre tous les résultats stratégiques relevant de sa responsabilité. Elles contribuent également à la formulation de règlements internationaux solides fondés sur des principes scientifiques éprouvés, et elles sont conçues pour atténuer les risques associés à l'absence de cadre législatif intérieur à jour au Canada.

En 2006-2007, l'ACIA a consacré environ 12 p. 100 de son budget à l'appui de ce résultat stratégique.

2.3.2a Sous-activité de programme : Faciliter la réglementation fondée sur la science

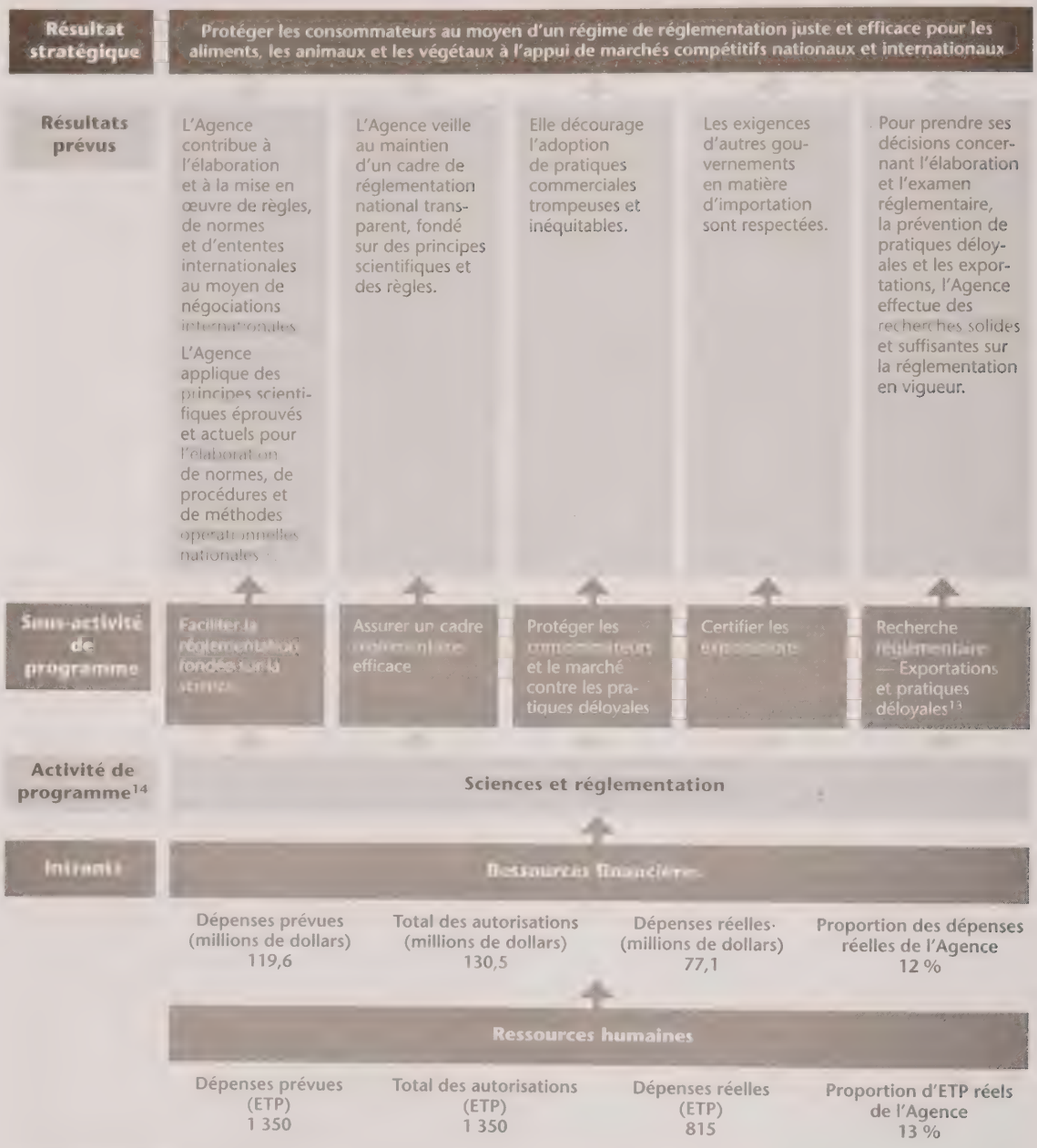
Les activités se rattachant à cette sous-activité sont les moteurs de l'élaboration de normes nationales et internationales reposant sur des principes scientifiques, ainsi que de méthodes et procédures opérationnelles. Du fait qu'elles influencent l'élaboration de normes internationales relatives à la salubrité des aliments et à la protection des consommateurs, de la santé animale et des végétaux, elles jouent un rôle essentiel dans l'accès du Canada aux marchés mondiaux. Elles se rattachent également aux priorités du gouvernement en matière de santé publique, de croissance économique, de protection de l'environnement et de sécurité publique.

Sur les 77,1 millions de dollars dépensés par l'ACIA pour atteindre ce résultat stratégique, environ 16,8 millions ont été consacrés à promouvoir une réglementation fondée sur des principes scientifiques éprouvés.

Tableau 2.3.2a.1 – Ressources financières : *Faciliter la réglementation fondée sur la science*

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
51,0	55,8	16,8	3 %

2.3.2 Résultat stratégique : Protéger les consommateurs au moyen d'un régime de réglementation juste et efficace pour les aliments, les animaux et les végétaux à l'appui de marchés compétitifs nationaux et internationaux



12 En raison de l'effort déployé par l'Agence pour mettre l'accent sur l'information concernant le rendement par rapport aux résultats stratégiques et compte tenu du fait que le résultat prévu repose sur des activités, ces activités sont présentées à la section 3.1.

13 En raison de l'effort déployé par l'Agence pour mettre l'accent sur l'information concernant le rendement par rapport aux résultats stratégiques et compte tenu du fait que la recherche réglementaire repose sur des activités, ces activités sont présentées à la section 3.3.

14 L'Agence reconnaît que l'évaluation de l'impartialité de l'information sur le rendement nécessite la prise en compte de la pertinence. L'information sur le rendement est pertinente si les résultats présentés portent sur les résultats obtenus dans le cadre de l'activité de programme, comme le prévoit la Politique sur la structure de gestion des ressources et des résultats (SGRR) du Conseil du Trésor n'exige aucun énoncé des extrants pour la période de déclaration de 2006-2007, ceux-ci n'ont pas été inclus dans la chaîne de résultats de 2006-2007. L'examen et révision de l'AAP de 2008-2009 de l'Agence contenant ces extrants, ces derniers seront inclus dans les chaînes de résultats pour la période de déclaration de 2008-2009.

Il appert que le taux de conformité, fixé à 97 p. 100 dans les établissements enregistrés au fédéral, et atteint pour la période de déclaration de 2005-2006, était demeuré inchangé. Le taux visé inclut des écarts mineurs et majeurs, mais sur les 11 241 évaluations effectuées, 99 p. 100 ne faisaient état d'aucun écart majeur et aucun des écarts constatés n'était de nature importante, et par conséquent il n'y a pas eu de suspension ou de révocation de licence. Dans les 84 cas où des écarts majeurs ont été relevés, un programme de mesures correctives a mis en œuvre immédiatement.

Réouverture des marchés internationaux : Pour que les partenaires commerciaux donnent de nouveau accès aux bovins canadiens et aux produits carnés, le pays doit faire la preuve de l'intégrité générale de ses contrôles d'inspection. Depuis l'apparition du premier cas d'ESB, en 2003, 24 marchés ont imposé des restrictions aux exportations de bœuf canadien qui devaient par la suite être levées, en tout ou en partie, au 31 mars 2007.

Au 31 mars 2007, l'ACIA avait fait d'importants progrès dans la mise en œuvre des recommandations relatives à l'influenza aviaire et à l'ESB. Pour de plus amples renseignements sur ces progrès, on se reportera aux analyses pertinentes sous la *Stratégie : activités de surveillance et d'éradication*. D'autres recommandations seront mises en œuvre en 2007-2008 et il en sera rendu compte dans le *Rapport sur le rendement de 2007-2008*.

11 Systèmes de données et contrôles : raisonnable

programme amélioré de lutte contre l'ESB en janvier 2004, plus de 136 700 échantillons ont été analysés pour le dépistage de la maladie, ce qui montre que l'ACIA à réussi à élargir considérablement son programme de dépistage. Cette réussite témoigne aussi du haut degré d'appui dont bénéficie le programme national de surveillance de l'ESB de la part de l'ensemble des pouvoirs publics et des producteurs, des vétérinaires du secteur privé et des intervenants de l'industrie.

Le résultat du programme national de surveillance de l'ESB en 2006-2007 a été le dépistage de cinq cas de la maladie comparativement à un cas en 2005-2006. Dans tous les cas, l'ACIA a mené une enquête exhaustive sur les bêtes et les aliments qui, conformément aux lignes directrices internationales à fondement scientifique, a abouti à l'identification et à l'abattage des animaux représentant un risque équivalent à ceux touchés par l'ESB. Le dépistage de ces cas n'a pas modifié les paramètres de risque d'ESB au Canada et a été tout à fait conforme à l'expérience des autres pays touchés par l'ESB. La provenance et l'âge des animaux contaminés étaient du même ordre que ceux des cas dépistés auparavant au pays et, dans ce contexte, le dépistage n'a pas apporté de nouveaux éléments d'information qui auraient pu étoffer les données scientifiques internationales recueillies sur cette maladie. Les résultats de la surveillance de l'ESB continuent de rendre compte du niveau extrêmement faible d'ESB au Canada.

Compte tenu de ces résultats, le taux d'incidence annuelle d'ESB au Canada a été établi à 0,795 cas par million de têtes de bétail de plus de 24 mois par comparaison à 0,0145 cas en 2005-2006. Toutefois, des changements dans les lignes directrices internationales, introduits en 2006, on réduit l'importance de ce calcul. En mai 2006, les pays membres de l'OIE, dont 168 étaient représentés, ont adopté des révisions aux lignes directrices en vigueur qui suppriment la référence à l'incidence de la maladie et établissent une procédure pour reconnaître les pays qui satisfont aux critères de l'une des trois catégories possibles en ce qui a trait au risque d'ESB. Ces changements mettent l'accent à juste titre sur les mesures prises face à l'ESB, jugées plus importantes que l'incidence de la maladie et, dès lors, posent en principe que l'on peut parvenir à un commerce sans danger entre pays touchés par l'ESB, pourvu que l'on arrive à maîtriser le risque. En mai 2007, le Canada a reçu confirmation qu'il avait été classé par l'OIE comme un pays où le risque d'ESB est maîtrisé. Cette décision prend acte de l'efficacité de la surveillance du Canada, de ses mesures d'atténuation du risque et d'éradication, et des efforts de tous les intervenants.

Programme amélioré de suivi et de traçabilité : L'ACIA a participé activement à l'élaboration du Système national de traçabilité pour le secteur agricole et alimentaire, en commençant par le bétail (les espèces prioritaires étant les bovins, les ovins et les porcins) et la volaille. On considère en effet que le suivi des mouvements des troupeaux de bovins constitue une étape essentielle dans la lutte contre les maladies animales et leur éradication, ainsi que dans la prévention de leur transmission aux humains. Depuis 2004, un système d'identification obligatoire des bovins a été introduit au Canada en vertu du *Règlement sur la santé des animaux*. L'ACIA surveille et assure la conformité aux critères définis dans la réglementation aux points d'entrée de la chaîne alimentaire.

Enlèvement des « matières à risque spécifiées » de la chaîne alimentaire : Les tissus de certains organes comme la cervelle, la moelle épinière ou l'intestin grêle, peuvent héberger l'agent de l'ESB. La mesure d'hygiène alimentaire la plus efficace pour protéger les êtres humains de l'exposition à l'ESB consiste à enlever ces tissus lorsque les bêtes sont abattues. L'ACIA surveille l'inspection de tous les établissements enregistrés au fédéral pour confirmer la suppression des « matières à risque spécifiées » au moment de l'abattage[11]. La non-conformité peut entraîner la suspension des activités de l'établissement et la révocation de la licence.

➔ En 2006-2007, 11 241 évaluations ont été réalisées pour trois tâches importantes liées à l'enlèvement des matières à risque spécifiées.

Faits saillants concernant l'encéphalopathie spongiforme bovine (ESB)[8]

La lutte contre l'ESB constitue un impératif tant pour la santé animale et la santé publique que pour l'économie et la confiance du marché intérieur et des marchés internationaux dans l'intégrité des programmes canadiens de salubrité des aliments. L'ESB est devenue une maladie à déclaration obligatoire en 1990 et un programme de surveillance active de la maladie a été mis en œuvre en 1992. Les provinces, l'industrie, les universités et les vétérinaires du secteur privé ont collaboré avec l'ACIA à la surveillance de l'ESB et au travail de dépistage.

En 2006-2007, l'ACIA a mené à bien plusieurs activités afin d'étayer les données scientifiques et les mesures stratégiques pour lutter contre l'ESB dans le but d'améliorer le dépistage, d'évaluer l'efficacité des mesures en place et de jeter les bases du maintien de la confiance des consommateurs et des marchés internationaux dans la qualité du bétail canadien et des produits carnés. L'ACIA a également consacré beaucoup d'efforts à l'élaboration d'indicateurs pertinents pour avoir une idée de son rendement et mettre en place les systèmes requis pour recueillir les données sur le rendement et faire rapport sur les résultats de ses programmes relatifs à l'ESB.

Les programmes améliorés de lutte contre l'ESB de l'ACIA sont regroupés en quatre secteurs de programme : surveillance et dépistage, programme amélioré de suivi et de traçabilité, retrait des « matières à risque spécifiées » de l'approvisionnement alimentaire et réouverture des marchés internationaux.

***Surveillance et dépistage*[9] :** La conception du programme national de surveillance de l'ESB, depuis sa création et sa mise en œuvre en 1992, s'est appuyée sur des facteurs de risque reconnus à l'échelle internationale et son exécution a fait appel aux efforts concertés des gouvernements fédéral et provinciaux, des universités et des vétérinaires du secteur privé. Le programme a été élaboré en accord avec les normes internationales et il est adapté aux caractéristiques démographiques du cheptel canadien.

Historiquement, le niveau de dépistage de l'ESB a dépassé les lignes directrices internationales de l'Office international des épizooties (OIE)[10], devenu l'Organisation mondiale de la santé animale, et qui étaient appropriées pour un pays n'ayant pas connu de cas d'ESB. Dans ce contexte, le niveau de dépistage visait à satisfaire un objectif unique : déterminer si l'ESB était présente au Canada.

En 2003, le programme national de surveillance de l'ESB a confirmé le diagnostic d'ESB chez une vache indigène du Canada. Cet événement a changé les paramètres, puisqu'on ignorait dès lors la prévalence de la maladie, et a été à l'origine d'une augmentation importante du nombre d'échantillons analysés pour déterminer le niveau d'ESB dans le cheptel national. Le 9 janvier 2004, le gouvernement a annoncé une intensification des activités de dépistage de l'ESB pour tester le plus grand nombre possible de bêtes à haut risque, l'objectif étant de parvenir à un minimum de 8 000 échantillons en 2004 et à un minimum de 30 000 dans les années suivantes. Le niveau et la conception de ce programme amélioré continuent d'être conformes aux lignes directrices de l'OIE. En vertu de ce programme, la population bovine à risque élevé qui est ciblée par l'évaluation reflète les données démographiques et la répartition de tout le cheptel canadien.

Du 1er janvier 2006 au 31 décembre 2006, 55 420 échantillons ont été analysés par un réseau de laboratoires fédéraux, provinciaux et universitaires. Depuis l'introduction du

8 Pour améliorer encore la communication d'information sur l'ESB aux Canadiens, l'Agence élaborera des objectifs de rendement axés sur les résultats dans le cadre de l'examen de son Cadre de mesure du rendement à l'automne 2007.

9 Systèmes de données et contrôles : bon

10 Bien que l'Office international des épizootie (OIE) soit devenu officiellement l'Organisation mondiale de la santé animale en 2005, il a conservé son acronyme OIE indiqué dans le présent document qui est d'usage courant.

procurant du matériel de secours, et en renforçant ses systèmes d'information. Elle s'est penchée sur les protocoles d'activation de l'intervention d'urgence et a mis en place une approche nationale cohérente. Dès décembre 2006, elle avait complètement déployé les protocoles de niveau 5. Entre autre, les réalisations suivantes sont à noter : mise en place du Plan national d'intervention d'urgence, création de l'Équipe nationale d'intervention d'urgence et diffusion de plusieurs exercices de préparation à une éclosion d'influenza aviaire. En janvier 2007, on a établit de la Réserve vétérinaire canadienne afin de recenser les vétérinaires du secteur privé disponibles pour intervenir en cas d'urgence visant la santé animale. L'ACIA a également créé des partenariats avec les laboratoires provinciaux et universitaires pour améliorer la capacité de surveillance nationale et le dépistage précoce de l'influenza aviaire en établissant un réseau national de laboratoires spécialisés dans le dépistage et le signalement des cas d'influenza aviaire.

Partenariats : L'ACIA a travaillé avec les gouvernements provinciaux pour mettre à jour les ententes conjointes sous l'égide du Plan de soutien à l'éradication des maladies animales exotiques (PSEMAE) et a dirigé l'élaboration du Protocole d'intervention en cas d'éclosion de zoonose. En collaboration avec l'Organisation mondiale de la santé animale (OIE), l'Agence participe à l'élaboration de nouvelles lignes directrices internationales sur la biosécurité qui portent sur l'élevage, la manipulation et le transport des animaux vulnérables à l'influenza.

Intervention d'urgence : En 2006-2007, l'ACIA a élaboré le Plan national d'intervention d'urgence et d'autres plans d'intervention d'urgence pour faire face à une éclosion d'influenza aviaire hautement pathogène dans les élevages de volaille. Une équipe nationale d'intervention d'urgence, comprenant le personnel clé familiarisé avec les Incident Command Systems, a été preidentifiée. L'Agence a également fait équipe avec les établissements de transformation des aliments enregistrés au fédéral pour améliorer la préparation de ce secteur, en élaborant des lignes directrices sur la salubrité des aliments et des procédures concernant les mouvements pour les produits de la volaille en cas d'éclosion.

Plusieurs plans supplémentaires de haute importance ont été élaborés pour intervenir en cas d'éclosion de maladies animales exotiques, notamment le Plan fonctionnel de l'ACIA pour la santé des animaux et le Plan spécifiquement lié aux risques concernant l'influenza aviaire à déclaration obligatoire. Des documents définissant la marche à suivre pour la destruction sans cruauté des oiseaux, l'élimination des carcasses, le nettoyage et la décontamination ont également été préparés. En outre, l'ACIA a commencé à se procurer dix millions de doses de vaccins pour la volaille qui seront stockés à des emplacements clés au Canada, pour le cas où les mesures de prévention classiques ne suffiraient pas.

Communications : L'ACIA a introduit dans son site Web des mises à jour régulières concernant l'influenza aviaire ainsi qu'un service de notification. Une campagne auprès des voyageurs ainsi qu'une campagne sur la biosécurité ont été lancées à titre préventif en raison des principales voies d'introduction probable de la forme hautement pathogène d'influenza aviaire au Canada. Les activités liées à la Campagne auprès des voyageurs comprenaient de la publicité et la distribution de documents d'information par l'intermédiaire des agences de voyage et des lignes aériennes aux points d'entrée internationaux. Des documents d'information, notamment un calendrier, des dépliants et des affiches, ont été élaborés pour la campagne de biosécurité et distribués aux propriétaires de petits élevages par l'intermédiaire des producteurs d'aliments pour la volaille et les couvoirs.

Résultat prévu : *Les maladies animales transmissibles aux humains sont sous contrôle dans les populations animales*

Pour protéger la santé des Canadiens, il est essentiel que l'ACIA effectue une surveillance efficace et un dépistage rapide des zoonoses et qu'elle mette en œuvre des activités de lutte contre ces maladies. Lorsque la présence d'une maladie à déclaration obligatoire est confirmée au Canada, l'ACIA réduit le plus possible le risque de propagation en déployant des mesures de biosécurité adaptées, notamment des quarantaines et le contrôle des déplacements. Lorsque des activités d'éradication sont nécessaires, l'ACIA veille à la destruction sans cruauté des animaux touchés et à l'élimination des carcasses de manière appropriée, de façon à réduire le risque que d'autres animaux vulnérables soient exposés à des sources d'infection.

Programme national d'identification : Ce programme permet d'identifier les animaux et de retracer le troupeau d'origine des bovins et des bisons. Chaque bovin doit être identifié à l'aide d'une étiquette officielle avant de quitter le troupeau d'origine ou de rejoindre le troupeau d'autres propriétaires. Le programme est géré par la Canadian Cattle Identification Agency (CCIA) et autorisé par le *Règlement sur la santé des animaux*. La CCIA et l'ACIA travaillent ensemble afin d'assurer un contrôle efficace des risques pour la santé animale associés aux intoxications d'origine alimentaire.

En 2006-2007, l'ACIA a inspecté des parcs d'engraissement, des abattoirs et des encans afin de confirmer la conformité aux exigences en matière d'étiquetage[7]. La conformité est demeurée élevée, avec un taux estimatif de 99,1 p. 100 pour les animaux pour tous les types de sites. Ce taux dépasse l'objectif de 97 p. 100 et est à peu près le même que celui enregistré en 2005-2006 (99 p. 100).

Faits saillants concernant l'influenza aviaire

Depuis 2004, le Canada a été aux prises avec deux foyers d'influenza aviaire dans des élevages de volaille mais aucun de ces foyers ne concernait la souche asiatique hautement pathogène H5N1 qui a été reliée à la maladie et au décès d'êtres humains en Asie, en Afrique et en Europe.

L'ACIA continue d'élaborer des stratégies d'intervention efficace, pour le cas où l'influenza aviaire, peu importe la souche, serait présente dans les élevages canadiens. En février 2006, elle a mis sur pied un groupe de travail chargé expressément d'orienter et de superviser les cinq volets de sa stratégie : prévention et dépistage précoce, préparation, partenariats, intervention d'urgence et communications. D'importants progrès ont été faits au cours de l'exercice 2006-2007 sur les cinq fronts.

Prévention et dépistage précoce : L'ACIA a annoncé le resserrement des contrôles sur les importations d'oiseaux vivants au Canada et a continué de promouvoir auprès de l'industrie l'adoption de pratiques exemplaires en matière de biosécurité à la ferme, car on sait que ces mesures de prévention sont d'une importance cruciale pour réduire le risque d'introduction et de propagation d'agents infectieux dans la production animale. L'ACIA a également travaillé avec l'industrie de la volaille et les provinces pour concevoir un programme de surveillance de l'influenza aviaire et elle a participé à l'Enquête canadienne sur l'influenza aviaire chez les oiseaux sauvages.

Préparation : L'ACIA a renforcé sa capacité d'intervention pour réagir aux flambées en créant des réserves de personnel, en se

7 Systèmes de données et contrôles : bon

- Salmonelle dans des produits contenant du chocolat
- Salmonelle dans des cantaloups importés, des épinards et du beurre d'arachides
- Toxine de staphylocoque dans des gâteaux préparés (foyer au Québec)

On peut trouver d'autres renseignements sur les rappels d'aliments dans le site Web de l'ACIA. Cette information est mise à jour régulièrement. L'ACIA administre également un service de liste de rappels d'aliments qui prévient ses abonnés de l'industrie de la santé et du secteur privé en cas d'incidents de rappel d'aliments.

L'ACIA participe à plusieurs initiatives de sensibilisation du public pour promouvoir la salubrité des aliments. Par exemple, le service des abonnés en ligne a envoyé à 22 417 abonnés des mises à jour sur les principales allergies alimentaires en 2006-2007. Il y a eu 2 143 940 consultations des pages sur les rappels d'aliments et les allergies alimentaires dans le site Web de l'ACIA. Plus de 252 500 publications d'information sur la salubrité des aliments produites par l'ACIA ont été distribuées au public par l'intermédiaire des sites de Service Canada et dans le cadre de plus de 50 événements publics dans toutes les régions du pays.

Un sondage d'opinion réalisé en octobre 2006 et en mars 2007 porte à croire que l'ACIA atteint son objectif qui est de faire en sorte que le public soit au courant des risques liés à la salubrité des aliments : 82 p. 100 des Canadiens interrogés ont déclaré qu'ils avaient entendu parler d'un rappel d'aliments au cours de l'exercice écoulé. Le sondage révèle également une corrélation positive entre la sensibilisation des Canadiens aux rappels d'aliments et leur confiance dans la chaîne d'approvisionnement alimentaire.

2.3.1b Sous-activité de programme : Contrôler la transmission de maladies animales aux humains

Les alertes récentes ont braqué les projecteurs sur le lien entre la santé animale et la santé humaine. L'ACIA, en collaboration avec ses partenaires, administre plusieurs programmes et activités en vue de faire en sorte que les zoonoses (c.-à-d. les maladies des animaux), qui sont transmissibles aux humains, soit par contact soit par la chaîne alimentaire, soient maîtrisées dans les populations animales. Ces programmes mettent l'accent sur le dépistage précoce, une intervention rapide et une solide coordination nationale et internationale. Les principales stratégies se rapportant à cette sous-activité sont la surveillance des maladies, les activités de dépistage et les mesures de prévention pour atténuer le risque chez les animaux et indirectement pour la santé humaine.

Sur les 379,6 millions dollars dépensés par l'ACIA pour atteindre ce résultat stratégique, environ 95,6 millions ont été affectés à la maîtrise de la transmission des zoonoses aux êtres humains.

Tableau 2.3.1b.1 – Ressources financières : *Contrôler la transmission de maladies animales aux humains**

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
70,3	77,1	95,6	15 %

* La présentation au Conseil du Trésor concernant l'influenza aviaire comportait un renvoi en vue d'inclure les ressources comme point sous le Cadre général de sécurité publique et antiterrorisme. Dès lors, les chiffres concernant les dépenses prévues et les autorisations pour la sous-activité « Se préparer à intervenir en cas d'urgence » reflètent le financement accru (31 millions et 26,5 millions de dollars respectivement) accordé pour la préparation en cas d'influenza aviaire et de pandémie. Les chiffres des dépenses réelles ont été mis à jour pour refléter le programme sous « Protéger les animaux d'élevage du Canada » et « Contrôler la transmission de maladies animales aux humains ». En 2007-2008 et les années suivantes, l'allocation budgétaire sera adaptée en conséquence.

dans les aliments. Puisque aucune donnée n'a été amassée ou signalée en 2005-2006, il est impossible de fournir des données présentant une tendance. De l'information concernant les tendances pour cet indicateur sera disponible dans la prochaine année.

Résultat prévu : *Les rappels et les incidents liés à la salubrité des aliments sont maîtrisés en temps voulu et comme il convient*

En collaboration avec Santé Canada, l'Agence de santé publique du Canada, les organismes de santé publique provinciaux et ceux voués à l'inspection des aliments ou des produits agricoles, de même qu'avec l'industrie alimentaire, l'ACIA assure la fonctionnalité d'un système d'intervention d'urgence dans le secteur alimentaire. Ce système peut être déclenché par une plainte émanant d'un consommateur, des renseignements de l'industrie ou de partenaires commerciaux, ou à l'issue d'activités d'inspection et de surveillance de l'ACIA ou d'organismes provinciaux d'inspection des aliments. Une enquête est alors menée concernant les risques, lesquels peuvent prendre la forme d'allergènes non déclarés, de contamination microbiologique ou chimique ou de présence d'un corps étranger. Des mesures pertinentes sont alors prises pour protéger les consommateurs.

Enquêtes et incidents liés à des rappels

L'une des principales mesures utilisées par l'ACIA pour évaluer son rendement dans la gestion des risques pour la salubrité des aliments consiste à mesurer le temps qu'elle met pour réagir aux situations nécessitant un rappel de catégorie 1. Un rappel de catégorie 1 a lieu lorsqu'il y a une probabilité raisonnable que l'utilisation d'un produit alimentaire ou l'exposition à un produit alimentaire en contravention des normes ait des conséquences préjudiciables pour la santé et puisse entraîner la mort. Pour déterminer cette probabilité, les partenaires de l'ACIA en matière réglementaire, en consultation avec les experts techniques de l'Agence, fournissent une évaluation du risque. L'Agence s'appuie sur cette évaluation pour élaborer une stratégie de gestion, dont l'une des options peut être un rappel de catégorie 1. Une fois qu'elle a reçu une évaluation indiquant qu'il y a un risque pour la population et qu'un rappel de catégorie 1 s'impose, l'ACIA émet une mise en garde dans les 24 heures, soit le délai qu'elle s'est elle-même fixé. En 2006-2007, l'Agence a respecté cet objectif en tout temps.

	2005-2006	2006-2007
Enquêtes sur la salubrité des aliments	2 675	2 915
Incidents de rappels d'aliments	259	246

En 2006-2007, sur 2 915 enquêtes portant sur la salubrité des aliments, seulement 246 incidents ont entraîné des rappels une baisse comparativement à 259 rappels en 2005-2006[6]. La plupart des enquêtes ont déterminé que la grande majorité des incidents liés à la salubrité des aliments n'avaient pas mis la population en danger.

Une situation de rappel initial (rappel primaire) peut conduire à des rappels supplémentaires (rappel secondaire) liés au problème d'origine. Les facteurs communs entre les rappels primaires et secondaires peuvent se rapporter à la salubrité du produit ou à des écarts par rapport au processus réglementaire. Par exemple, un fabricant étrangé effectue le rappel d'un produit qui avait été expédié à plusieurs importateurs. Le rappel des épinards à l'automne 2006 est un exemple qui concernait une entreprise de conditionnement des États-Unis, laquelle avait expédié ses produits à 58 importateurs au Canada.

Plusieurs incidents de rappel en 2006-2007 ont toutefois été très médiatisés, à savoir :

- *Clostridium botulinum* dans du jus de carotte importé
- *E. Coli* 0157:H7 dans des épinards frais (foyer aux États-Unis)
- Altération de préparation en poudre pour nourrisson, de produits carnés transformés, d'oranges, de dinde fraîche et de biscuits

6 Systèmes de données et contrôles : bon

n'a encore été établie. Grâce à ce travail, l'ACIA continue à protéger l'approvisionnement alimentaire pour les Canadiens.

Application de la loi

Une fois que les inspections ont déterminé qu'un établissement agréé ne rencontre pas les exigences législatives, l'ACIA répond à cette non-conformité. Des réponses précises peuvent être dirigées au produit ou à l'établissement enregistré.

Au cours de l'exercice 2006-2007, l'ACIA a fait enquête sur 372 cas comparativement à 318 en 2005-2006 de non-conformité à la *Loi sur les produits agricoles au Canada* et à la *Loi sur l'inspection du poisson*, à la *Loi sur les aliments et drogues* et à la *Loi sur l'inspection des viandes*. Regroupées avec les enquêtes menées au cours des périodes de déclaration précédentes, ces enquêtes ont abouti à 48 condamnations et à des amendes de 221 750 $. En 2005-2006 il y avait 41 condamnations et 95 705 $ en amendes. Le nombre de mesures de conformité prises par l'ACIA n'est qu'un indicateur partiel de l'efficacité du travail de l'Agence à l'appui de l'application de la loi, comme les retenues, les saisies et les lettres d'avertissement.

> **Résultat prévu :** *Les incidents liés à la salubrité des aliments qui quittent les établissements non enregistrés au fédéral et qui sont produits par eux sont réglés*

Le secteur alimentaire « non enregistré au fédéral » représente un large éventail de produits qui comprend les aliments pour bébé, les boissons alcoolisées, les produits de boulangerie et les produits de céréales. Les établissements qui produisent ces aliments ne sont pas agréés par le gouvernement fédéral. La responsabilité relative à ces établissements est partagée entre le gouvernement fédéral et les gouvernements provinciaux et territoriaux. L'ACIA est responsable de l'application dans ce secteur des dispositions relatives à la salubrité des aliments de la *Loi sur les aliments et drogues* et du règlement connexe. L'ACIA surveille les denrées de ce secteur à l'aide d'un modèle de gestion fondé sur le risque, qui donne priorité aux activités de conformité dans les domaines présentant des risques élevés, aux mesures d'exécution dans les domaines de faible conformité et à la collecte de données sur les infractions.

Les comités scientifiques jouent un rôle central dans la surveillance des installations non enregistrées au fédéral et de leurs produits. Constitués d'experts en salubrité des aliments issus de l'ACIA, de Santé Canada et des autres ministères et organismes fédéraux, ces comités évaluent les risques au cas par cas et en fonction des projets pour la salubrité des aliments et élaborent leurs stratégies d'évaluation du risque. Leurs évaluations prennent en compte les plaintes du public ou de l'industrie, l'information se rapportant aux rappels d'aliments ou aux toxi-infections alimentaires, ainsi que la littérature scientifique. Les comités cernent les risques en analysant les conséquences possibles pour la salubrité des aliments. Ils établissent des priorités et élaborent des stratégies pour les gérer de manière efficace.

En 2006-2007, l'ACIA a élaboré, en collaboration avec les experts en salubrité des aliments et les comités scientifiques, des projets d'inspection ciblant les secteurs à risque élevé et elle a appliqué en priorité des mesures d'exécution dans les secteurs où le dossier de conformité était peu reluisant. Ces projets visent à améliorer la conformité des aliments importés et canadiens qui quittent les établissements non enregistrés au fédéral aux normes de salubrité et de sécurité établies par Santé Canada.

L'objectif de la mesure des activités liées à la salubrité des aliments quittant les établissements non enregistrés au fédéral était de mettre sur pied des projets d'inspection pour s'attaquer à au moins 90 p. 100 des risques sanitaires majeurs mis en évidence par le comité scientifique. L'ACIA a dépassé cet objectif en 2006-2007 en menant des projets couvrant 94 p. 100 des risques sanitaires cernés. Le Programme de salubrité des aliments a mené à bien 13 projets qui portaient sur 16 des 17 risques sanitaires importants cernés par le comité scientifique de la salubrité des aliments. Un cahier des charges a également été établi pour 2007-2008 pour le dernier projet sur la présence d'ochratoxine

infraction. La plupart du temps, le risque pour la santé n'est pas inacceptable, mais l'ACIA fait enquête sur toutes les infractions afin de favoriser la conformité.

Le tableau 2.3.1a.3 illustre la proportion d'échantillons canadiens comportant des niveaux de résidus conformes aux limites maximales.

L'objectif de 2006-2007 pour l'analyse des produits (résidus chimiques) a été fixé à au moins 95 p. 100 pour l'ensemble des programmes.

L'ACIA a respecté ou dépassé son objectif dans cinq programmes sur sept : viandes (conformité de 97 p. 100), poisson et fruits de mer (conformité de 96 p. 100), fruits et légumes frais (conformité de 97 p. 100), produits transformés (conformité de 100 p. 100) et produits laitiers (conformité de 99 p. 100). Ces résultats sont similaires à ceux de l'exercice 2005-2006. Les légères diminutions (2 p. 100) enregistrées au titre des programmes du poisson et des fruits de mer et des fruits et légumes frais sont probablement attribuables à la taille de l'échantillon et sont jugées négligeables étant donné que les objectifs ont été dépassés.

L'objectif de 95 p. 100 n'a pas été respecté dans deux programmes, à savoir miel et œufs en coquille. Le taux de conformité pour le programme du miel est passé de 94 p. 100 en 2005-2006 à 92 p. 100 au cours de l'exercice, tandis que celui des œufs en coquille est passé de 93 p. 100 à 87 p. 100. Santé Canada doit encore établir des limites maximales de résidus pour les deux produits, et les résultats reflètent la détection de niveaux très faibles de résidus chimiques. Ainsi, même si les objectifs n'ont pas été atteints, il n'y a aucun risque important pour les consommateurs.

L'ACIA, en partenariat avec Santé Canada, continue de travailler en collaboration afin de prendre des mesures préventives, comme l'établissement de limites de résidus efficaces relativement aux produits chimiques pour lesquels aucune limite maximale de résidus

Tableau 2.3.1a.3 – Conformité à l'issue des analyses de résidus chimiques selon le programme alimentaire

Programme	Conformité – Objectifs 2005-2006	Conformité – Objectifs 2006-2007	Conformité – Résultats 2005-2006	Conformité – Résultats 2006-2007	Systèmes de données et contrôles	Atteint ou dépassé (√) Non atteint (X)
Viandes	≥ 95 %	≥ 95 %	96 %	97 %	Bons	√
Poisson et produits de la mer	≥ 95 %	≥ 95 %	98 %	96 %	Raisonnables	√
Fruits et légumes frais	≥ 95 %	≥ 95 %	99 %	97 %	Bons	√
Produits transformés	≥ 95 %	≥ 95 %	99 %	100 %	Bons	√
Miel	≥ 95 %	≥ 95 %	94 %	92 %	Bons	X
Œufs en coquille	≥ 95 %	≥ 95 %	93 %	87 %*	Bons	X
Produits laitiers	≥ 95 %	≥ 95 %	99 %	99 %	Bons	√

* Les analyses de résidus chimiques ne portent que sur les œufs en coquille, puisque ces œufs sont utilisés sur le marché des œufs en coquille de même que pour la transformation.

Source : Base de données du Programme national de surveillance des résidus chimiques et le Système informatisé pour l'enregistrement et le suivi des analyses de laboratoire.

et méthodes d'inspection qui ont entraîné une baisse globale de la conformité en raison des contrôles plus exhaustifs. À mesure que l'industrie s'adaptait aux nouvelles méthodes de contrôle et d'inspection, le taux de conformité pour les établissements laitiers agréés par le gouvernement fédéral a grimpé et se situait juste en dessous de l'objectif au cours de la période de déclaration 2006-2007.

En assurant la conformité maximale des établissements agréés par le gouvernement fédéral, l'ACIA aide à protéger les Canadiens contre les risques évitables pour la santé liés à la salubrité des aliments.

Accréditation HACCP[4]

Pour qu'un établissement de transformation de la viande obtienne l'accréditation obligatoire HACCP, il doit faire la preuve qu'il satisfait à diverses conditions définies par la réglementation. À la fin de la période de déclaration de 2006-2007, les 742 établissements de production de viande et de la volaille enregistrés au fédéral avaient été évalués par l'ACIA pour assurer la conformité à l'adoption obligatoire du protocole HACCP.

Le nombre d'établissements enregistrés au fédéral dotés de systèmes HACCP sur une base volontaire et reconnus a également progressé cette année. Au 31 mars 2007, les ratios suivants indiquent le nombre de systèmes HACCP mis volontairement en place par produit : 52[5] établissements de produits transformés sur un total possible de 614; 18 établissements de production d'œufs sur un total possible de 281; 66 établissements de produits laitiers sur un total possible de 282 et 6 établissements de production de miel sur un total possible de 206. L'ACIA continuera à promouvoir l'adoption du système HACCP dans le reste des secteurs sur une base volontaire et aidera les transformateurs à mettre en évidence les étapes critiques qui peuvent avoir une incidence sur la salubrité et la qualité des produits alimentaires.

Analyse des produits

Outre l'inspection des établissements de transformation des aliments, l'ACIA analyse les produits réglementés pour confirmer leur conformité aux lois et règlements applicables. Ces analyses aident à vérifier que les produits alimentaires canadiens et importés ne représentent pas de risque important pour la santé des Canadiens.

Santé Canada établit des règlements en vertu de la *Loi sur les aliments et drogues* ainsi que des politiques relatives aux résidus de produits chimiques dans les aliments. Ces normes fixent des limites maximales de résidus de pesticides, de médicaments vétérinaires et de contaminants environnementaux dans les aliments.

Le programme de surveillance des résidus chimiques de l'ACIA comporte un volet surveillance et un volet conformité. À l'étape de la surveillance, des échantillons sont prélevés de façon aléatoire dans la filière alimentaire régulière et analysés en vue d'y déceler des résidus chimiques. L'ACIA utilise les données de la surveillance pour prévenir les éventuels risques sanitaires inhérents à l'exposition chronique à des contaminants. Elle s'acquitte de cette mission en surveillant les domaines de préoccupation, en examinant les tendances de prévalence et en élaborant des plans d'action efficaces pour atténuer les risques pour la santé. Santé Canada procède à de nouvelles évaluations pour les pesticides et d'autres contaminants présents dans la chaîne alimentaire, afin de vérifier que les normes demeurent adéquates et de les modifier au besoin.

Chaque fois que l'Agence découvre des résidus chimiques dans des produits alimentaires, elle se livre à une évaluation pour déterminer s'il y a infraction aux normes canadiennes et si cette infraction peut être dangereuse pour la santé des consommateurs. Lorsque Santé Canada n'a pas encore établi de limites maximales pour certains résidus chimiques dans des aliments particuliers, la présence de résidus est considérée comme une

4 HACCP : Système d'analyse des risques et de maîtrise des points critiques. Pour plus de précisions, voir la section 3.1.
5 Systèmes de données et contrôles : raisonnable

conformité offrent la garantie que les risques pour la salubrité des produits dans le secteur agréé sont bien maîtrisés et que, par conséquent, les aliments qu'il met sur le marché sont sains.

L'objectif de conformité des établissements agréés par le gouvernement fédéral a été atteint dans les programmes concernant la viande, le poisson et les fruits de mer et les œufs en coquille. Il n'a pas été atteint pour les aliments transformés ou les produits laitiers, bien que le secteur laitier ait montré des signes d'amélioration depuis 2005-2006.

Depuis décembre 2005, l'industrie des abattoirs et de la transformation de la viande a adopté un nouveau système de contrôle de la salubrité des aliments (Système d'analyse des risques et de maîtrise des points critiques ou HACCP). En vertu du système d'inspection HACCP, l'industrie cerne les risques particuliers et les mesures à prendre pour les maîtriser afin d'assurer la salubrité des aliments. Les inspecteurs de l'ACIA évaluent la conformité de l'industrie aux exigences réglementaires en procédant à des vérifications, à des inspections et à des échantillonnages. Le passage à un système d'inspection plus rigoureux n'était certes pas anodin pour l'industrie et la mise en œuvre d'un effort concerté mobilisant à la fois le personnel de l'ACIA et les dirigeants de l'industrie a aidé à améliorer le taux de conformité au cours de la phase de transition. À la fin de l'exercice 2006-2007, pratiquement tous les établissements de transformation des viandes agréés par le gouvernement fédéral étaient en conformité avec le système HACCP, avec des taux de conformité passant de 87 p. 100 en 2005-2006 à 99 p. 100 en 2006-2007. L'ACIA intentera des poursuites pour révoquer la licence des établissements incapables d'atteindre un niveau de conformité satisfaisant.

Pour la deuxième année de suite, les taux de conformité des établissements de poisson et de produits de la mer sont demeurés à 99 p. 100 ou plus. Il s'agit des taux de conformité après l'adoption de mesures correctives, ce qui signifie que les établissements qui ont pris des mesures correctives (avant la fin de la période de déclaration) en vue de se conformer aux exigences sont inclus. Le taux élevé de conformité après l'adoption de mesures correctives par suite du contrôle des établissements canadiens de poisson et de produits de la mer illustre la capacité des établissements non conformes à collaborer avec l'Agence pour adopter des mesures correctives acceptables afin que les produits canadiens respectent les normes de santé et de salubrité. Outre les avantages pour la santé publique, ce taux élevé de conformité a également des retombées pour les Canadiens puisque ces produits ont accès au marché.

La baisse de conformité de 1 p. 100 dans la dernière année, de 97 p. 100 (2005-2006) à 96 p. 100 (2006-2007) à l'issue de l'inspection des établissements de produits transformés est directement imputable à la mise en œuvre d'un projet d'amélioration de l'uniformité qui a mis en lumière plusieurs éléments supplémentaires qui doivent désormais être considérés comme des lacunes par les inspecteurs. Ce processus amélioré rehausse globalement la qualité de la conformité, mais à court terme l'initiative a augmenté le nombre de lacunes constatées. L'ACIA travaille à la mise à jour de son Manuel d'inspection des établissements afin d'en améliorer la clarté et de privilégier la cohérence dans l'application des règlements.

En ce qui concerne le secteur des œufs en coquille, l'ACIA a établi un objectif de 99 p. 100. L'ACIA a atteint son objectif prévu pour ce secteur. Il s'agit d'une amélioration de 1 p. 100 par rapport aux résultats de l'an dernier, ce qui reflète les efforts continus déployés par l'ACIA pour améliorer la conformité et assurer la santé et la salubrité des Canadiens.

La conformité relativement au programme des produits laitiers a augmenté, passant de 86 p. 100 à 97 p. 100 au cours de la dernière année, mais elle n'a pas encore atteint l'objectif de 99 p. 100. En 2005-2006, le programme des produits laitiers a introduit de nouvelles normes de contrôle

d'enregistrement initial et annuel pour confirmer qu'il dispose des systèmes et des contrôles jugés essentiels. L'ACIA inspecte ces établissements régulièrement pour s'assurer qu'ils respectent la réglementation fédérale. Le niveau d'inspection dépend de l'éventail des risques gérés par l'Agence, et les produits ou procédés de fabrication associés à des risques élevés reçoivent plus d'attention. Alors que la plupart des établissements sont inspectés au moins une fois par an, certains sont inspectés quotidiennement.

L'ACIA s'attache à faire en sorte que l'industrie se conforme parfaitement aux exigences législatives, mais en raison de la complexité et de la variabilité inhérente au secteur agricole et aux secteurs de la transformation et de la distribution des aliments, un certain degré de non-conformité est inévitable. L'Agence concentre donc son travail d'inspection sur les systèmes, procédés et installations qui ont l'inci-dence la plus directe sur la salubrité du produit. L'hypothèse de travail de l'ACIA est qu'à mesure que l'industrie améliore son niveau de conformité, les risques liés à la salubrité des aliments diminuent.

Lorsque les inspecteurs de l'ACIA découvrent un élément de non-conformité, ils exigent que l'établissement de transformation remédie à la lacune. Les graves lacunes sont corrigées sur une base prioritaire. Dans certains cas, la production est arrêtée et les produits sont rappelés et retirés du marché. Les établissements non conformes font l'objet d'une nouvelle inspection pour confirmer qu'ils ont bien pris les mesures requises pour corriger tous les problèmes mis en évidence par les inspecteurs.

Les taux de conformité visés pour divers produits dans les établissements enregistrés au fédéral sont présentés au tableau 2.3.1.a.2.

En 2006-2007, les inspections de surveillance de l'ACIA ont indiqué un taux de conformité élevé les établissements enregistrés. Ses taux de

Tableau 2.3.1a.2 – Conformité des établissements enregistrés au fédéral taux de conformité

Secteur	Nombre d'établissements enregistrés au fédéral au 31 mars 2007	Objectifs		Résultats		Systèmes de données et contrôles	Atteints, voire dépassés (√) Non atteints (X)
		2005-2006	2006-2007	2005-2006	2006-2007		
Viandes	771	Aucun	≥ 98 %*	87 %	99 %	Bons	√
Poisson et produits de la mer	901	≥ 99 %	≥ 99 %	99 %	>99 %	Bons	√
Produits transformés	614	≥ 98 %	≥ 98 %	97 %	96 %	Non évalués	X
Œufs en coquille	260	≥ 99 %	≥ 99 %	98 %	99 %	Bons	√
Produits laitiers	284	≥ 99 %	≥ 99 %	86 %	97 %	Non évalués	X

* L'objectif de conformité de l'industrie dans le secteur des viandes a été établi selon des procédures d'inspection qui ont été modifiées depuis lors. Le taux de conformité en 2005-2006 a été calculé en accord avec les nouvelles procédures d'inspection, mais l'objectif n'a pas été remanié. En 2006-2007, l'objectif a été remanié pour prendre en compte les nouvelles procédures d'inspection ainsi que pour harmoniser l'objectif pour le secteur des viandes à celui d'autres secteurs, pour des raisons de cohérence.

Source : Programme d'amélioration de la salubrité des aliments, Rapports nationaux de suivi, Systèmes de gestion du client, Programme d'activités multisectorielles.

Résultats obtenus : En 2006-2007, l'ACIA a atteint, voire dépassé, 14 des 18 objectifs de rendement établis en vertu de ce résultat stratégique. Ces réalisations, associées au rendement de l'Agence non assorti d'objectifs, notamment son intervention efficace dans les situations d'urgence (qu'on ne peut mesurer par rapport à des objectifs), font que l'Agence a atteint ses résultats prévus et joue par conséquent un rôle important dans la protection des Canadiens contre les risques évitables pour la santé liés à la salubrité des aliments ou à la transmission de maladies animales aux humains.

L'ACIA, de même que de nombreuses organisations fédérales, provinciales, territoriales et municipales, s'emploie à protéger la santé des Canadiens. La principale contribution de l'Agence est d'aider à faire en sorte que les aliments soient salubres, que les consommateurs disposent de renseignements pertinents sur lesquels ils peuvent s'appuyer pour faire des choix alimentaires sains et que le risque de contracter des maladies d'origine animale soit le plus possible réduit (p. ex., l'influenza aviaire).

Pour atteindre ce résultat, l'ACIA travaille en collaboration avec plusieurs partenaires et intervenants, dont Santé Canada (SC), l'Agence de santé publique du Canada (ASPC), Agriculture et Agroalimentaire Canada (AAC) ainsi que les gouvernements provinciaux et territoriaux.

Au cours de l'exercice 2006-2007, l'ACIA a dépensé environ 61 p. 100 de son budget pour atteindre ce résultat stratégique.

2.3.1a Sous-activité de programme : Gérer les risques liés à la salubrité des aliments

Dans sa gestion des risques liés à la salubrité des aliments au niveau fédéral, l'ACIA est chargée de l'inspection des aliments et des activités de conformité, tandis que Santé Canada est responsable de l'élaboration des politiques, normes et règlements que l'Agence applique visant la salubrité des aliments.

Sur les 379,6 millions de dollars dépensés en 2006-2007 par l'Agence pour atteindre ce résultat stratégique, environ 284 millions ont été consacrés à la gestion des risques liés à la salubrité des aliments.

> **Résultat prévu :** *Les aliments qui quittent les établissements enregistrés au fédéral à des fins de commerce interprovincial ou d'exportation ou qui sont importés au Canada sont salubres et propres à l'alimentation humaine*

L'inspection constitue un outil essentiel pour que les produits alimentaires canadiens et importés ne représentent pas de menace importante pour la santé des Canadiens. L'ACIA inspecte les établissements agréés par le gouvernement fédéral, de même que les produits alimentaires, pour vérifier que les aliments faisant l'objet d'un commerce interprovincial et international ou importés au Canada sont sains et propres à la consommation humaine. L'Agence axe ses activités d'inspection sur les secteurs ou produits à risque élevé comme le requiert son approche proactive de la gestion du risque.

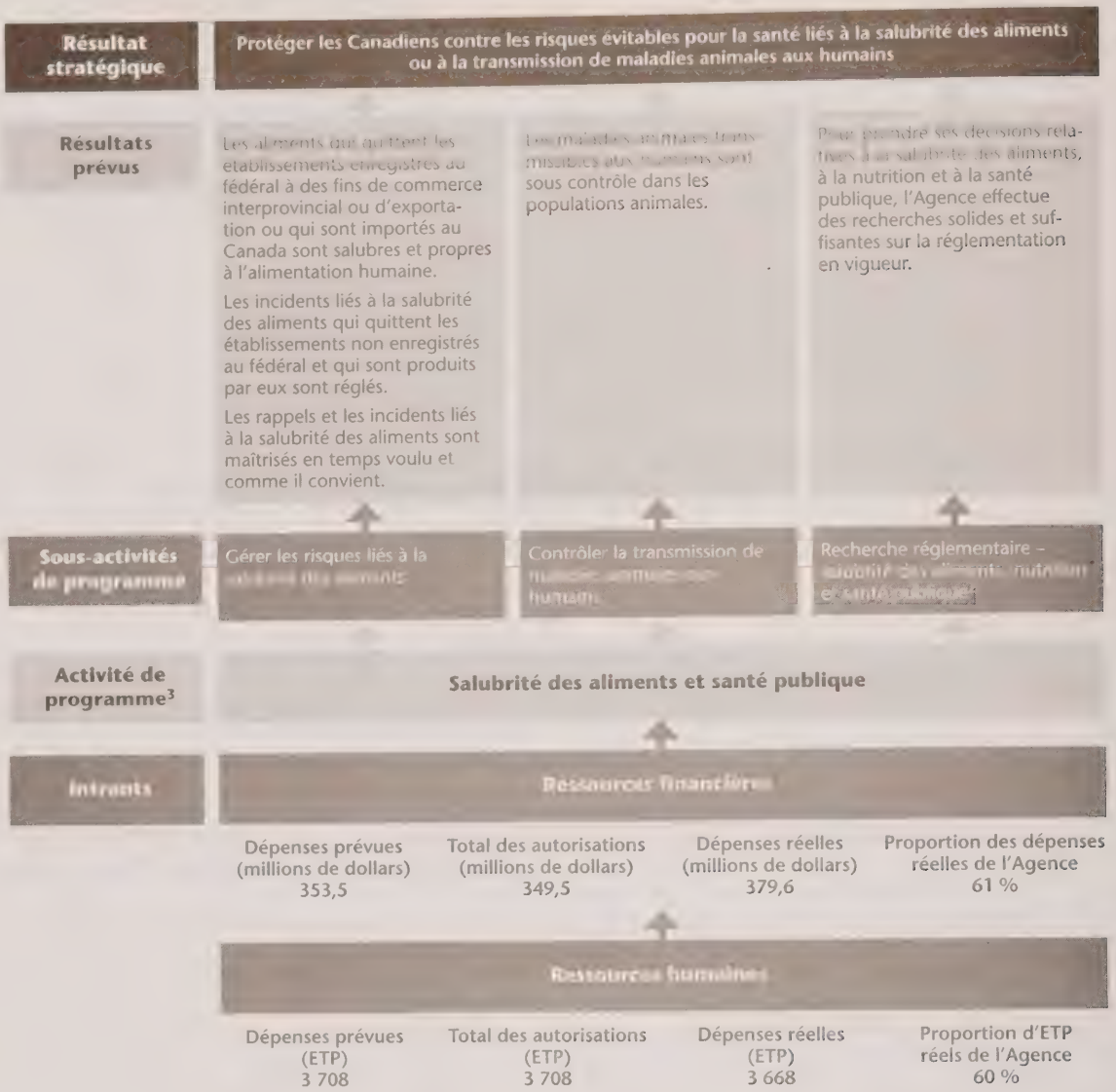
Inspection des établissements

Pour expédier certains produits vers d'autres provinces et à l'étranger, les entreprises de transformation des aliments doivent être agréées par le gouvernement fédéral. Généralement, chaque établissement fait l'objet d'un processus

Tableau 2.3.1a – Ressources financières : *Gérer les risques liés à la salubrité des aliments*

Dépenses prévues (millions de dollars)	Autorisations (millions de dollars)	Dépenses réelles (millions de dollars)	Proportion des dépenses réelles de l'Agence
283,2	272,4	284,0	46 %

2.3.1 Résultat stratégique : Protéger les Canadiens contre les risques évitables pour la santé liés à la salubrité des aliments ou à la transmission de maladies animales aux humains



[2] En raison de l'effort déployé par l'Agence pour mettre l'accent sur l'information concernant le rendement par rapport aux résultats stratégiques et compte tenu du fait que la recherche réglementaire repose sur des activités, ces activités sont présentées à la section 3.3.

[3] L'Agence reconnaît que l'évaluation de l'impartialité de l'information sur le rendement nécessite la prise en compte de la pertinence. L'information sur le rendement est pertinente si les résultats présentés portent sur les résultats obtenus dans le cadre de l'activité de programme connexe et les extrants recensés. Comme la Politique sur la structure de gestion des ressources et des résultats (SGRR) du Conseil du Trésor n'exige aucun énoncé des extrants pour la période de déclaration de 2006-2007, ceux-ci n'ont pas été inclus dans la chaîne de résultats de 2006-2007. L'examen et révision de l'AAP de 2008-2009 de l'Agence porteront sur les extrants; par conséquent, ces derniers seront inclus dans les chaînes de résultats pour la période de déclaration de 2008-2009.

2.3 Rendement par résultat stratégique

L'Agence rend compte de son rendement selon l'Architecture des activités de programme, conformément à la façon dont l'information sur la planification est présentée dans le *Rapport sur les plans et les priorités*. Pour chaque résultat stratégique, l'Agence a mis en évidence une activité de programme présentée dans le RPP. Comme l'Agence s'efforce de mener à bien les sous-activités liées à chaque activité de programme de façon à atteindre ses résultats stratégiques, chaque sous-activité comporte plusieurs stratégies connexes qui l'aideront à évaluer si elle a atteint les résultats prévus et son résultat stratégique. On trouvera dans les sections qui suivent une analyse du rendement de l'ACIA à l'égard de chaque résultat stratégique.

ANNEXE

CRITÈRES D'ÉVALUATION DE LA JUSTESSE ET DE LA FIABILITÉ
BUREAU DU VÉRIFICATEUR GÉNÉRAL DU CANADA

Les critères suivants ont été élaborés pour évaluer la justesse et la fiabilité de l'information sur le rendement de l'Agence en regard des objectifs énoncés dans son plan d'entreprise. Ils répondent à deux grandes questions : l'Agence a-t-elle communiqué l'information sur son rendement en regard de ses objectifs? Cette information est-elle juste et fiable? L'information sur le rendement en regard des objectifs est juste et fiable si elle permet au Parlement et au public de déterminer la mesure dans laquelle l'entité ou le programme en question atteint les objectifs qu'il est censé atteindre.

JUSTESSE

PERTINENTE	L'information sur le rendement rend compte, de façon contextuelle, des réalisations tangibles et importantes par rapport aux objectifs et aux coûts.
COMPRÉHENSIBLE	L'information sur le rendement définit clairement les attentes et fournit des étalons auxquels est comparé le rendement.
ATTRIBUABLE	L'information sur le rendement permet de comprendre pourquoi le programme a eu une incidence favorable.
ÉQUILIBRÉE	On donne un tableau clair et représentatif du rendement, qui n'induit pas le lecteur en erreur.

FIABILITÉ

FIABLE	L'information sur le rendement reflète adéquatement les faits.

Les critères décrits ci-dessus ont été élaborés spécialement pour la présente évaluation. L'Agence canadienne d'inspection des aliments a reconnu que ces critères conviennent à l'évaluation.

D'autres renseignements sur les critères seront disponibles sur notre site Web au http://www.oag-bvg.gc.ca/domino/autres.nsf/html/200310frpi_f.html

2.2.2 Évaluation de l'information sur le rendement par la vérificatrice générale

Auditor General of Canada
Vérificatrice générale du Canada

ÉVALUATION PAR LA VÉRIFICATRICE GÉNÉRALE
de l'information sur le rendement communiquée
dans le Rapport sur le rendement 2006-2007
de l'Agence canadienne d'inspection des aliments

À la présidente de l'Agence canadienne d'inspection des aliments et au ministre de l'Agriculture et Agroalimentaire

Objet

Comme l'exige la *Loi sur l'Agence canadienne d'inspection des aliments*, j'ai évalué la justesse et la fiabilité de l'information sur le rendement de l'Agence canadienne d'inspection des aliments pour 2006-2007 en regard des objectifs établis dans son plan d'entreprise.

Responsabilité de la direction

La responsabilité de l'information sur le rendement présentée dans le rapport sur le rendement de l'Agence incombe à la direction.

Ma responsabilité

Ma responsabilité consiste à évaluer la justesse et la fiabilité de l'information sur le rendement contenue dans le rapport sur le rendement de l'Agence en regard des objectifs établis dans son plan d'entreprise.

Mon évaluation a porté exclusivement sur l'information sur le rendement contenue dans la section 2.3 de son rapport sur le rendement intitulée « Rendement par résultat stratégique ». Mon évaluation n'a pas porté sur les objectifs énoncés dans le plan d'entreprise ni sur l'information à laquelle renvoient les liens Web du rapport. Ma responsabilité n'implique pas que j'évalue ou que je commente le rendement même de l'Agence.

La nature de mon évaluation

Mon évaluation a consisté en un examen effectué conformément aux normes relatives aux missions de certification établies par l'Institut canadien des Comptables Agréés. Elle a consisté essentiellement en la prise de renseignements, des procédés analytiques et des discussions portant sur l'information sur le rendement. J'ai effectué cette évaluation en m'appuyant sur les critères d'évaluation de la justesse et de la fiabilité décrits à l'annexe.

Une évaluation fondée sur un examen fournit un niveau modéré d'assurance et n'est pas une vérification. Je n'exprime donc pas une opinion de vérification relativement à l'information sur le rendement de l'Agence.

Conclusion

Au cours de mon évaluation, je n'ai rien relevé qui me porte à croire que l'information sur le rendement de l'Agence pour 2006-2007, en regard des objectifs établis dans son plan d'entreprise, n'est pas, à tous égards importants, juste et fiable selon les critères décrits à l'annexe du présent rapport.

La vérificatrice générale du Canada,

Sheila Fraser

Sheila Fraser, FCA
Ottawa, Canada

Le 23 août 2007

2.2.1 Déclaration de la direction

Le Rapport sur le rendement de l'Agence canadienne d'inspection des aliments (ACIA) pour l'exercice se terminant le 31 mars 2007 a été préparé sous la direction de la présidente, celle du Comité de gestion de l'ACIA et approuvé par le ministre de l'Agriculture et de l'Agroalimentaire du Canada. Conformément à la *Loi sur l'Agence canadienne d'inspection des aliments*, le rapport comprend également une évaluation de l'impartialité et de la fiabilité des données sur le rendement effectuée par le vérificatrice générale du Canada.

Je soumets, aux fins de dépôt au Parlement, le *Rapport ministériel sur le rendement* (RMR) de 2006-2007 de l'Agence canadienne d'inspection des aliments (ACIA).

Le présent document a été préparé conformément aux principes de présentation des rapports énoncés dans le Guide de préparation de la Partie III du Budget des dépenses 2007-2008 : Rapports sur les plans et les priorités et Rapports ministériels sur le rendement :

- Il est conforme aux exigences précises de déclaration figurant dans les lignes directrices du Secrétariat du Conseil du Trésor;
- Il repose sur les résultats stratégiques et sur l'architecture des activités de programme de l'Agence approuvés par le Conseil du Trésor;
- Il présente une information cohérente, complète, équilibrée et fiable;
- Il fournit une base pour la reddition de comptes à l'égard des résultats obtenus avec les ressources et les autorisations qui lui sont confiées;
- Il rend compte de la situation financière en fonction des montants approuvés du budget des dépenses et des Comptes publics du Canada.



La présidente,
Carole Swan

2.2 Rapports du Bureau de la vérificatrice générale

La section 2.2.2 du présent rapport renferme l'évaluation de l'information sur le rendement de l'Agence effectuée par la vérificatrice générale. L'information sur le rendement est présentée à la section 2.3; elle n'a pas fait l'objet d'une vérification et vise uniquement à donner une assurance de niveau examen.

L'opinion de la vérificatrice générale relativement à la vérification des états financiers de l'Agence est présentée à la section 3.5.1 du rapport. Les états financiers vérifiés figurent à la section 3.5.

La vérificatrice générale n'a pas présenté de rapport sur d'autres sections du présent document.

Évaluation de la conformité

Le principal moyen dont dispose l'Agence, en sa qualité d'organisme de réglementation, pour mener à bien son mandat, consiste à mesurer les taux de conformité aux exigences réglementaires du Canada applicables aux aliments, aux animaux et aux végétaux. L'ACIA fait la promotion de la conformité en menant des inspections, des vérifications, des échantillonnages de produits et des audits. L'Agence a également recours à des activités d'éducation et de sensibilisation pour mieux faire comprendre aux parties visées par les règlements les exigences et les normes obligatoires. Les taux de conformité constituent un indicateur de la mesure dans laquelle l'industrie respecte les lois et la réglementation fédérales. L'ACIA adopte plusieurs démarches pour évaluer la conformité, à savoir :

- *Démarche de surveillance* : Les établissements ou les produits sont inspectés, échantillonnés et font l'objet d'analyse de telle manière que les taux de conformité qui en résultent sont représentatifs de la population réglementée par l'ACIA. Les programmes de surveillance donnent un aperçu fidèle de la conformité sur le marché en général.
- *Démarche ciblée* : Lorsque la surveillance met en évidence des problèmes de conformité particuliers, l'ACIA adopte une démarche ciblée en prévoyant des inspections et des analyses d'échantillons mettant l'accent sur les secteurs à problèmes et ceux où le risque est le plus élevé. Les établissements ou les produits non conformes sont souvent ciblés et l'Agence essaie de mieux cerner les secteurs à problèmes et les raisons de la non-conformité. C'est pourquoi les taux de conformité des programmes assortis d'objectifs sont habituellement moins élevés. L'ACIA s'efforce d'améliorer la conformité en prenant des mesures d'exécution.
- *Démarche reposant sur les enquêtes* : Lorsqu'elle adopte cette démarche, l'ACIA évalue la conformité afin de poursuivre les contrevenants en cas de non-conformité. Les enquêtes nécessitent la collecte de preuves et d'information de diverses sources jugées pertinentes à l'infraction ou au délit soupçonnés.

Le résultat au chapitre de la conformité d'un programme ciblé est différent sur le plan qualitatif de celui d'un programme de surveillance générale en ce qui a trait aux conséquences au niveau de la salubrité des aliments, de la santé animale ou de la protection des végétaux. L'outil de conformité choisi par l'ACIA est par conséquent fondé sur le risque. Lorsque des taux de conformité sont présentés dans le rapport, la méthode ou la démarche retenue pour évaluer la conformité est également indiquée.

La complexité du secteur agroalimentaire ainsi que la variabilité inhérente aux systèmes biologiques et de production qui le sous-tendent sont telles qu'un certain degré de non-conformité est inévitable. Un taux de conformité inférieur à 100 p. 100 signifie qu'une proportion donnée des établissements ou des produits inspectés par l'ACIA n'a pas respecté certaines exigences ou normes définies par les règlements. Les écarts majeurs pourraient faire peser un risque important sur la santé humaine ainsi que sur la santé des animaux ou des végétaux ou avoir une incidence sur d'autres objectifs du programme. Par conséquent, en cas d'écarts majeurs, l'ACIA entreprend des mesures vigoureuses d'exécution de la loi pour assurer la protection des Canadiens et des ressources végétales et animales du pays. Certains écarts ou lacunes représentent des écarts « mineurs » et ne font pas peser de risque sur la santé des humains, des animaux ou des végétaux.

compte le fait que l'ACIA mène des activités de surveillance à l'échelle de l'industrie et et exerce une surveillance ciblée des domaines à problème le long du continuum agroalimentaire (de la ferme à l'assiette) et dans des secteurs alimentaires particuliers. Lorsqu'un programme cible expressément des domaines de non-conformité dans le passé ou fait suite à des plaintes, les niveaux de conformité obtenus ne peuvent être considérés de façon équitable comme représentatifs de la conformité à l'échelle de l'industrie. Par conséquent, bien que ces objectifs soient clairement indiqués dans le rapport, ils ne sont pas indiqués de la même manière que les résultats de programmes de surveillance plus vastes. D'année en année, l'ACIA s'efforce d'obtenir un meilleur taux de conformité de la part de l'industrie et elle a mis en œuvre une stratégie de conformité et d'application de la loi pour s'attaquer à tous les cas de non-conformité. Les résultats obtenus par rapport aux objectifs, de même que l'information sur le rendement dans les secteurs non assortis d'objectifs sont présentés dans la section qui suit.

Le *Rapport sur le rendement* de 2006-2007 est le second rapport où l'ACIA présente ses résultats par rapport aux objectifs qu'elle a fixés en 2005-2006. Pour rendre compte de façon plus exhaustive de sa performance de base à l'avenir, l'ACIA envisage d'élargir et de raffiner encore ses objectifs. Dans un premier temps, l'Agence a raffiné ses résultats stratégiques et ses activités de programme, qui ont été approuvés en mai 2007 par le Conseil du Trésor. Par la suite, l'ACIA a commencé à se pencher sur son Cadre de mesure du rendement et à le remanier pour qu'il soit conforme à la *Structure de gestion des ressources et des résultats* du Conseil du Trésor, dans le but d'examiner les objectifs et les indicateurs de 2005-2006 et de les améliorer.

S'appuyant sur le travail réalisé au cours de l'examen, qui a permis de constater que les mesures prises relativement à l'examen de la direction et aux lacunes des contrôles seraient bénéfiques, l'ACIA a également mis en œuvre des contrôles additionnels relativement à toute l'information sur le rendement recueillie et incluse dans le *Rapport sur le rendement*. Elle a notamment rendu plus rigoureux la collecte, l'examen et la justification des données ciblées, intégré une plus grande obligation redditionnelle de la direction dans le processus et complété les processus de contrôle en identifiant et vérifiant le nom des sources de données, la période visée, les calculs et la méthode de calcul.

L'évaluation de la qualité des données présentée dans le *Rapport sur le rendement* repose sur l'évaluation préliminaire des contrôles des systèmes ainsi que les contrôles de gestion additionnels mis en place en vue de la préparation du rapport.

Le tableau 2.1.1 présente un résumé des cotes attribuées à la qualité des données pour les données assorties d'objectifs examinées, y compris les contrôles de gestion supplémentaires mis en œuvre pour la préparation du *Rapport sur le rendement*. L'Agence continuera d'examiner certains systèmes de données et d'améliorer les contrôles de gestion, ainsi que de présenter ses conclusions dans ses futurs rapports sur le rendement.

Les conclusions clés indiquent que 70 p. 100 des données ciblées sont assorties de contrôles qualifiés de « bons ». Les autres données ciblées examinées sont qualifiées de « raisonnables » et n'ont pas de portée, ou ont une portée ou une incidence moindre sur la qualité globale des données que celles qualifiées de « bonnes ». Même si les deux tiers des données assorties d'objectifs examinées disposent de contrôles adéquats, on a jugé qu'il y avait lieu de les analyser, avec les contrôles imposés et documentés dans un système de gestion de l'information.

Objectifs de rendement

En 2005-2006, l'ACIA a mis sur pied un groupe de travail chargé d'établir et de définir officiellement des objectifs de rendement dans tous les secteurs de programme essentiels. Les objectifs établis en 2005-2006 sont utilisés dans le *Rapport sur le rendement* de 2006-2007. Ils reposent sur des moyennes historiques du rendement réel ou sur les résultats attendus des programmes en place qui portent fruit (p. ex., le taux de conformité de l'industrie aux normes réglementaires, la maîtrise de l'introduction et de la propagation des maladies animales et végétales). Les objectifs de conformité de l'industrie inférieurs à 100 p. 100 sont révélateurs de la démarche de l'ACIA, axée sur le risque, puisque les inspections ciblent les domaines à risque élevé et les établissements ou produits où l'on a déjà observé auparavant des cas de non-conformités. Lorsqu'on interprète les résultats relatifs au rendement, il faut donc prendre en

Tableau 2.1.1 – Résumé des cotes d'évaluation des systèmes de données et des contrôles méthodologiques

Cote d'évaluation des systèmes de données et des contrôles	Définition	Nombre de systèmes de données et de contrôles
Bon	Dispose de politiques et de procédures clairement définies.	31
Raisonnable	Dispose de contrôles pour compenser l'absence de politiques ou de procédures bien définies.	12
Faible	Ne dispose pas de politiques ou de procédures bien définies ni de contrôles compensant cette lacune.	1

2. ANALYSE DES ACTIVITÉS DE PROGRAMME PAR RÉSULTAT STRATÉGIQUE

2.1 Notre façon de planifier et d'établir les rapports

Les obligations de l'Agence canadienne d'inspection des aliments (ACIA) en matière de planification sont définies dans la *Loi sur l'Agence canadienne d'inspection des aliments* ainsi que dans les politiques et lignes directrices du Conseil du Trésor. L'ACIA est tenue de produire deux rapports annuels, le *Rapport sur les plans et les priorités* et le *Rapport sur le rendement*.

En accord avec les exigences du Conseil du Trésor concernant la Structure de gestion des ressources et des résultats (SGRR), le cadre de planification et de rapport de l'ACIA repose sur les résultats stratégiques énoncés dans son *Plan d'entreprise 2003-2008* et expliqués en détail dans le *Rapport sur les plans et les priorités* ainsi que le *Rapport sur le rendement*. L'information financière est également harmonisée de cette manière.

Pour chaque résultat stratégique, l'ACIA rend compte de ses activités courantes dans le cadre de chaque sous-activité comme le veut le *Rapport sur les plans et les priorités*. Conformément au *Rapport sur les plans et les priorités* 2006-2007, le *Rapport sur le rendement* est structuré en fonction des résultats stratégiques, des sous-activités de programme et des résultats prévus. Les progrès concernant les initiatives spéciales sont présentés à la section 3.1 où l'on trouve également les stratégies d'atténuation identifiées par le symbole «  ».

Pour un complément d'information, on se reportera à la section 4.2 – Notes sur la présentation des résultats en regard du Rapport sur les plans et les priorités *2006-2007.*

Rendre compte du rendement

À la section 2.3, nous présentons l'information sur le rendement et les résultats prévus pour chaque résultat stratégique, dans la mesure du possible, et nous la comparons aux objectifs en utilisant des indicateurs de conformité et d'autres indicateurs de rendement pertinents. Les objectifs mesurent le rendement de l'industrie et celui de l'ACIA par rapport aux résultats prévus déterminés par l'Agence elle-même.

Le *Rapport sur le rendement* de 2005-2006 est le premier rapport préparé par l'ACIA en fonction d'objectifs expressément définis. Le *Rapport sur le rendement* de 2006-2007 de l'ACIA fait état d'une tendance sur deux ans en ce qui a trait aux indicateurs de rendement qui s'appuient sur des résultats et sont assortis d'objectifs dûment établis, et par conséquent donnent davantage de profondeur au rendement de l'ACIA. Dès lors, les futurs rapports sur le rendement analyseront les tendances sur de plus longues périodes et mentionneront un plus large éventail d'indicateurs de rendement.

En 2006-2007, un examen a été mené pour effectuer une évaluation préliminaire des contrôles (manuels et automatisés) des systèmes en place. Pour mener à bien cet examen, l'ACIA a indiqué les sources de données, elle a fait état des contrôles en place dans le cadre d'entrevues et a fait une évaluation préliminaire de ces contrôles fondés sur des composantes manuelles et des systèmes, ainsi que de l'incidence de la manipulation en aval et de l'examen de la direction. L'évaluation des contrôles des systèmes constituait la première étape d'une série d'examens, qui permettront d'assurer que l'ACIA est en mesure de fournir des données précises en vue de rendre compte du rendement.

Préparation et intervention en cas d'urgence. L'ACIA doit être en mesure de prendre rapidement des mesures efficaces pour protéger les réserves alimentaires ainsi que les végétaux et les animaux terrestres et aquatiques contre des événements accidentels ou les actes délibérés qui pourraient porter atteinte à leur salubrité ou à leur intégrité. À cette fin, l'ACIA doit administrer et mettre à l'essai des plans et des procédures d'intervention d'urgence bien pensés pour faire face à des situations d'urgence internationales ou non internationales ainsi qu'à des catastrophes naturelles. Des relations de coopération solides avec ses partenaires, y compris ceux des autres pays, sont absolument indispensables au succès de ses mesures de sécurité et d'intervention.

Demande de services nouveaux et à valeur ajoutée. La demande accrue de services nouveaux et à valeur ajoutée de la part des producteurs et des consommateurs a exercé une pression supplémentaire sur les ressources de l'ACIA. L'Agence doit absorber le surplus de travail attribuable à la croissance des industries nationales, notamment l'ouverture de nouveaux établissements de transformation des viandes et l'augmentation des demandes d'inspection et de certification des produits qui en découle. De même, l'ACIA doit être en mesure de répondre aux préoccupations et aux besoins grandissants des consommateurs, par exemple des demandes de renseignements plus précis sur la teneur en éléments nutritifs et les méthodes de production de denrées alimentaires.

Information sur le rendement. Pour étayer la prise de décisions stratégiques au quotidien, l'ACIA doit améliorer son information sur le rendement et élaborer des stratégies d'atténuation à l'appui de l'utilisation de l'information sur le rendement et de la collecte de données. L'amélioration de l'information sur le rendement, par l'intermédiaire du perfectionnement et du développement continus des systèmes d'information, renforcera en bout de ligne la capacité de l'Agence à faire rapport de ses résultats aux Canadiens.

Ressources financières et humaines. L'ACIA est constamment aux prises avec la nécessité de gérer les ressources de façon à être en mesure de poursuivre ses activités courantes, de faire des investissements stratégiques dans le remaniement de programmes, et de répondre aux situations d'urgence touchant la santé des animaux et la protection des végétaux. Le Plan d'immobilisation à long terme de l'Agence a été remanié pour assurer une assise de ressources durable. En outre, l'ACIA adopte des pratiques appropriées en matière de recrutement, de maintien à l'effectif et de formation pour attirer de nouveaux employés et conserver en son sein le personnel ayant les compétences, les connaissances et les capacités voulues.

Conception de programme. L'ACIA doit continuer à examiner sa conception de programme de façon à tenir compte des avancées technologiques et scientifiques. Cet examen continu met l'accent sur l'atteinte des objectifs sociaux et environnementaux pour la santé humaine et animale et la gérance des ressources disponibles tout en permettant aux entreprises agricoles canadiennes de demeurer concurrentielles. Alors que la prestation de services requiert des solutions novatrices, l'ACIA travaille à leur élaboration avec les intervenants.

Principaux problèmes et risques

La capacité de l'ACIA à atteindre ses résultats stratégiques dépend considérablement de sa capacité, et de celle de ses partenaires, à cerner, gérer et à atténuer le risque. Dans son *Rapport sur les plans et les priorités* de 2006-2007, l'ACIA a mis en évidence les principaux problèmes et risques auxquels elle est confrontée, et elle a établi un plan pour s'attaquer à ces questions. Les stratégies d'atténuation du risque ont été mises en évidence dans la section 3.1 par le symbole «  ».

Maladies d'origine alimentaire. Les Canadiens bénéficient d'un système d'approvisionnement alimentaire sûr et nutritif. L'ACIA et ses partenaires à vocation réglementaire, de même que l'industrie et les groupes de défense des consommateurs, se sont efforcés de réduire considérablement le risque de maladies d'origine alimentaire au Canada. Cependant, le risque que de telles maladies surviennent subsistera toujours. L'ACIA travaille à gérer et à atténuer les risques en collaboration avec ses partenaires.

Apparition et propagation de maladies animales affectant l'être humain (zoonoses). Les animaux, aussi bien domestiques que sauvages, peuvent transmettre des agents pathogènes à l'être humain. Parmi les exemples de maladies d'origine animale risquant d'avoir des conséquences pour la santé humaine, on peut citer l'encéphalopathie spongiforme bovine, l'influenza aviaire, le virus du Nil occidental et de nouvelles souches du virus de la rage récemment détectées (bien que toutes ces maladies ne soient pas présentes au Canada). L'insuffisance de connaissances scientifiques sur la nature de la transmission des nouvelles maladies et le caractère inadéquat, dans de nombreux pays, de l'infrastructure de santé publique vétérinaire et animale ne fait qu'ajouter à la complexité de la prise en charge de ces maladies. L'ACIA protège les Canadiens contre ces types de maladie en travaillant en étroite collaboration avec les professionnels de la santé animale, les éleveurs, les provinces et la communauté internationale pour favoriser le dépistage rapide, la déclaration et le contrôle de ces maladies.

Cadre de réglementation internationale. L'ACIA continue de travailler par l'intermédiaire des institutions internationales en vue de participer à l'élaboration et à la mise en œuvre des règles d'échange internationales pour assurer la protection de la vie humaine, animale et végétale ainsi que de l'écosystème. C'est pour les mêmes raisons que l'ACIA privilégie l'élaboration de normes et de politiques internationales fondées sur des principes scientifiques éprouvés dans divers forums internationaux. En œuvrant pour le maintien, la consolidation et le renforcement des règles et des méthodes scientifiques au sein du cadre réglementaire international, le Canada atteint ses propres objectifs en matière de réglementation et protège les exportateurs canadiens contre des obstacles discriminatoires et inutiles.

Cadre législatif national. Des lois obsolètes et des pouvoirs insuffisants pourraient empêcher l'ACIA de s'acquitter pleinement et efficacement de son mandat. En outre, le manque de cohérence entre les lois fédérales, provinciales et territoriales affaiblit le cadre législatif national. L'ACIA cherche des mécanismes pour actualiser et moderniser son cadre législatif.

Entrée et propagation de phytoravageurs, de parasites et de maladies des végétaux et des animaux réglementés portant atteinte aux ressources. L'existence de ressources végétales et animales saines et durables est d'une importance cruciale pour répondre aux objectifs sociaux, et pour l'environnement et l'économie du pays. L'ACIA, de concert avec ses partenaires prend de nombreuses mesures pour mettre en évidence et atténuer les dangers pesant sur les ressources végétales et animales, depuis les enquêtes et le contrôle des déplacements jusqu'à l'éradication et les interventions d'urgence.

des installations de confinement de sécurité de niveau 4. Le complexe abrite également le Laboratoire national de microbiologie et le Centre national des maladies animales exotiques de l'ACIA, qui a été approuvé en tant que laboratoire de référence international pour l'influenza aviaire et l'ESB par l'Organisation mondiale de la santé animale (OIE).

Améliorer la sécurité, la prospérité et la qualité de vie des citoyens d'Amérique du Nord. Le Partenariat nord-américain pour la sécurité et la prospérité est une initiative annoncée le 23 mars 2005 pour s'attaquer aux défis relatifs à la sécurité et à l'économie à l'échelle du continent nord-américain par la mise en œuvre de plans de travail convenus dans une enceinte trilatérale. L'ACIA et Santé Canada codirige la participation du Canada aux activités ayant une incidence sur la bioprotection et la réglementation alimentaire et agricole. Par exemple, les partenaires travaillent à l'élaboration d'un mécanisme nord-américain de coordination de la salubrité des aliments pour évaluer les normes applicables à la salubrité des aliments à l'échelle du continent. Parmi les principales initiatives de bioprotection pilotées par l'ACIA, mentionnons : élaboration d'une approche concertée pour mettre en évidence et gérer les menaces pesant sur les animaux, les végétaux et les humains; exercices d'intervention d'urgence en concertation; expansion de la banque de vaccins pour animaux afin d'intervenir dans le cadre d'un plus grand nombre de maladies animales; et interventions en concertation pour mettre en œuvre des actions d'application de la loi.

Établir une réserve vétérinaire canadienne. L'ACIA met sur pied une réserve vétérinaire canadienne en partenariat avec l'Association canadienne des médecins vétérinaires, les gouvernements provinciaux, les associations provinciales de vétérinaires et secrétaires généraux, de même que l'Agence de santé publique du Canada et Sécurité publique Canada. Cette initiative créera un registre du personnel ayant la formation voulue pour intervenir en cas d'urgence, afin d'améliorer la préparation du pays. Elle renforcera également la capacité du Canada à collaborer au niveau international pour s'attaquer à la source des risques émergents, sans porter atteinte à ses obligations relatives à la poursuite des activités et opérations nationales.

Principaux facteurs ayant eu une incidence sur l'Agence en 2006-2007

L'évolution du marché. L'ACIA a la responsabilité de veiller à ce que les aliments canadiens, qu'ils soient exportés ou consommés sur le territoire national, répondent aux exigences du marché. Les marchés internationaux deviennent de plus en plus compétitifs et les partenaires commerciaux exigent que les exportations canadiennes satisfassent à de nouvelles normes et exigences, qui s'ajoutent à l'appareil normatif déjà en place. Parallèlement, les consommateurs canadiens demandent de plus en plus une information exacte sur les étiquettes alimentaires et dans la publicité de façon à faire des choix éclairés. Les consommateurs canadiens s'attendent également à la sécurité de l'approvisionnement alimentaire et de l'environnement, qui est à la base de tout.

Nouvelles maladies animales. L'ACIA a dû réagir promptement et adopter de nouvelles méthodes pour détecter la présence de nouvelles maladies animales comme la souche H5N1 hautement pathogène du virus de l'influenza aviaire et la septicémie hémorragique virale, un virus infectueux qui affecte principalement la truite arc-en-ciel, qui sévit dans les Grands Lacs partagés par le Canada et les États-Unis. Le dépistage précoce de ces nouvelles maladies est indispensable pour protéger la santé animale au Canada ainsi que les produits destinés au marché intérieur et à l'exportation.

Principaux partenaires fédéraux de l'ACIA :

Santé Canada

Portefeuille d'Agriculture et Agroalimentaire Canada, y compris la Commission canadienne des grains

Sécurité publique Canada

Agence des services frontaliers du Canada

Agence de santé publique du Canada

Pêches et Océans Canada

Ressources naturelles Canada, y compris le Service canadien des forêts

Affaires étrangères Canada et Commerce international Canada

Environnement Canada, y compris le Service canadien de la faune

On trouvera d'autres détails sur les responsabilités complémentaires exercées par chaque partenaire de l'ACIA à la section 2.3 – Rendement par résultat stratégique.

Cadre d'exploitation de l'ACIA

Le milieu agricole et agroalimentaire où l'ACIA évolue et exécute ses programmes selon des objectifs stratégiques préétablis est un milieu dynamique. De nouvelles menaces émergent continuellement dans les systèmes biologiques et la nature de ces menaces est souvent imprévisible. Il s'ensuit que l'ACIA est fréquemment appelée à mobiliser ses ressources pour intervenir face à de nouveaux dangers comme l'influenza aviaire, de nouveaux cas d'encéphalopathie spongiforme bovine, d'importants rappels à l'appui de la salubrité des aliments et la détection de nouveaux phytoravageurs au Canada. C'est un défi constant pour l'Agence que d'être en mesure à la fois d'orchestrer des interventions rapides et pertinentes en cas de crise et de s'acquitter de ses responsabilités courantes.

Initiatives spéciales de l'Agence en 2006-2007

Élaborer et mettre en œuvre une stratégie nationale pour la santé animale. Les écosystèmes et les économies de la planète sont interdépendants. Bien qu'il soit plus difficile d'investir dans la prévention des risques outre frontières, il ne suffit plus désormais de gérer les risques une fois qu'ils se matérialisent en sol canadien. L'ACIA doit donc gérer les risques pesant sur la santé animale à l'échelle nationale et internationale de manière intégrée. Il lui faut donc s'attacher désormais à assurer une prévention stratégique et proactive de la maladie. La stratégie nationale en matière de santé animale s'attache à cinq résultats clés : maintenir la confiance nationale et internationale dans le système canadien d'inspection de la santé des animaux et de la salubrité des aliments; atténuer les conséquences économiques et sociales de la détection de maladies; offrir aux intervenants de l'industrie et aux organismes réglementés un meilleur accès aux marchés ainsi qu'une sécurité, une prévisibilité et une compétitivité accrues; assurer l'accès aux derniers résultats scientifiques à l'appui de décisions fondées sur des données probantes; et aider les consommateurs à être mieux informés. L'élaboration du Programme sur la santé des animaux aquatiques poursuit la coopération entre les gouvernements fédéral et provinciaux et propose un programme de lutte contre la maladie qui sera reconnu par les partenaires commerciaux du Canada et en raison des initiatives qu'il met en place pour prévenir la propagation de maladies du poisson au Canada. L'ACIA travaille en partenariat avec Agriculture et Agroalimentaire Canada ainsi qu'avec les provinces et les territoires en vue d'élaborer une stratégie pancanadienne globale pour la santé animale.

Faciliter la reconnaissance du Centre scientifique canadien de santé humaine et animale (Winnipeg) en tant que laboratoire de référence international pour l'influenza aviaire (IA) et l'encéphalopathie spongiforme bovine (ESB). Le Centre scientifique canadien de santé humaine et animale, situé à Winnipeg, est le seul complexe de laboratoires du pays qui comporte

Le contexte de l'ACIA

L'ACIA compte un effectif de plus de 6 000 équivalents temps plein constitué d'employés hautement qualifiés qui travaillent aux quatre coins du pays et occupent un large éventail de postes scientifiques, techniques, opérationnels et administratifs. Le personnel de l'Agence participe à des activités d'évaluation et de gestion du risque, d'élaboration des politiques et des programmes, de dépistage et d'analyse, de recherche et développement, ainsi qu'à des discussions et des négociations internationales. Il se charge également de la certification, de l'inspection des établissements et des produits, de l'échantillonnage, des activités de contrôle et de vérification, d'activités de surveillance, d'émission d'avertissements, de confiscations, de saisies, de rappels et d'autres activités de conformité connexes.

Le succès de l'Agence dans sa mission de protection de l'approvisionnement alimentaire et des ressources végétales et animales du Canada à l'appui de la salubrité et de la qualité des aliments repose sur quatre facteurs interdépendants, à savoir :

Des principes scientifiques éprouvés. L'ACIA est le plus grand organisme de réglementation canadien à vocation scientifique et sa vision est d'exceller en tant qu'organisme de réglementation s'appuyant sur les sciences, digne de confiance et respecté à la fois par les Canadiens que par la communauté internationale. Pour concrétiser cette vision, l'ACIA s'appuie systématiquement sur des données et des avis scientifiques dans son travail d'élaboration, d'examen et d'amélioration de la réglementation, des normes internationales, ainsi que des politiques et des programmes relatifs à l'inspection, au dépistage et aux mesures d'intervention en cas d'urgence.

Une assise réglementaire efficace. Pour protéger les consommateurs et l'industrie du pays, de même que les partenaires commerciaux du Canada, l'ACIA s'efforce d'améliorer continuellement ses règlements et de promouvoir des normes fondées sur des principes scientifiques éprouvés à l'appui du commerce mondial des aliments, des animaux et des végétaux. Des règlements clairs, efficaces et exécutoires, appliqués de façon équitable et cohérente, constituent des outils essentiels à l'appui de la réalisation d'objectifs stratégiques d'intérêt public. Par exemple, les priorités du Canada en matière de réglementation des produits importés et exportés s'appuient sur les obligations de l'Organisation mondiale du commerce. L'ACIA incite également ses partenaires commerciaux dans ses interactions bilatérales et multilatérales à aider le Canada à atteindre ses objectifs économiques.

Des services d'inspection efficaces. Il incombe en bout de ligne à l'industrie de faire le nécessaire pour respecter, voire dépasser, les normes de salubrité alimentaire, de santé animale et de protection des végétaux établies par les lois fédérales. L'Agence est chargée d'administrer et d'appliquer les lois fédérales et les règlements connexes pour effectuer ses inspections, ses vérifications, l'échantillonnage de produits, la vérification et d'autres activités.

Des partenariats solides. Des partenariats solides sont nécessaires afin de donner à l'Agence la capacité voulue pour atteindre ses résultats stratégiques. L'ACIA partage de nombreux domaines de compétence et de responsabilité avec d'autres ministères fédéraux, les autorités provinciales, territoriales et municipales, de même que d'autres intervenants. Par exemple, elle partage la responsabilité de l'établissement et de l'application des normes propres à assurer l'intégrité des systèmes d'approvisionnement alimentaire, de santé animale et de protection des végétaux. À l'appui du Cadre stratégique pour l'agriculture d'Agriculture et Agroalimentaire Canada, l'ACIA élabore et met en œuvre des règlements afin de contrôler la fabrication des aliments médicamentés destinés aux animaux. En collaboration avec Agriculture et Agroalimentaire Canada, ainsi que les provinces et les territoires, l'ACIA met également en œuvre un programme qui prévoit la reconnaissance gouvernementale de programmes de salubrité des aliments à la ferme élaborés par l'industrie.

(du 1er avril 2006 au 31 mars 2007) *(suite)*

Dépenses et équivalents temps plein réels (ETP) 2006-2007	
140,1 millions de dollars	**1 431 ETP**

OBJECTIFS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+)		
2005-2006	**2006-2007**	**Exemples de réalisations**

Dépenses et équivalents temps plein réels (ETP) 2006-2007	
23,8 millions de dollars	**184 ETP**

OBJECTIFS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+)		
2005-2006	**2006-2007**	**Exemples de réalisations**
X Avec 0 objectif sur 1 atteint ou dépassé (objectif atteint en juin 2006)	√ Avec 2 des 2 objectifs atteints ou dépassés	En collaboration avec ses partenaires, l'Agence a établi la réserve vétérinaire canadienne (voir la section 3.1) En collaboration avec les gouvernements provinciaux, l'ACIA a mis à jour les ententes conjointes visant le plan de soutien à l'éradication des maladies animales exotiques (voir la section 3.1) Élaborer des lignes directrices pour le confinement des agents pathogènes végétaux et animaux. Elle a également élaboré de nouvelles méthodes d'analyse plus rapide des contaminants alimentaires microbiens (voir la section 2.3.4b) Procéder à la mise à niveau de son matériel et fait l'acquisition de licences de logiciel pour son Centre national des opérations d'urgence (voir la section 2.3.4) L'ACIA et Santé Canada ont codirigé la participation du Canada à des activités dans le cadre du Partenariat pour la sécurité et la prospérité ayant une incidence sur la bioprotection, ayant trait à la réglementation des aliments et des produits agricoles (voir la section 2.3.4a) L'Organisation mondiale de la santé animale a reconnu le Centre scientifique canadien de santé humaine et animale de l'ACIA en tant que laboratoire de référence international pour l'influenza aviaire et l'ESB (voir la section 3.1)

Tableau 1.3.3 – Sommaire des résultats en matière de rendement et de dépenses

Dépenses et équivalents temps plein prévus (ETP) 2006-2007		Total des autorisations 2006-2007	
106,7 millions de dollars	**1 146 ETP**	**120,8 millions de dollars**	**1 146 ETP**

Activité de programme	Résultats prévus	Indicateurs de rendement
	Les produits agricoles respectent les exigences des lois et de la réglementation fédérales	Mesure dans laquelle les essais au champ en conditions confinées des végétaux à caractères nouveaux respectent les exigences de l'ACIA Mesure dans laquelle les échantillons d'engrais et de suppléments analysés sont conformes aux normes d'efficacité (suppléments nouveaux)
	Pour prendre ses décisions (y compris en matière de réglementation) concernant la santé animale et végétale, l'Agence effectue des recherches solides et suffisantes sur la réglementation en vigueur	Non disponibles

Avantage pour les Canadiens : Sécurité publique

Contribution de l'ACIA : Promouvoir la sécurité de l'approvisionnement alimentaire et des ressources agricoles du Canada

Priorité permanente de l'ACIA : Intervention efficace en cas de menace pour la santé humaine

Dépenses et équivalents temps plein prévus (ETP) 2006-2007		Total des autorisations 2006-2007	
57,8 millions de dollars	**197 ETP**	**61,2 millions de dollars**	**286 ETP**

Activité de programme	Résultats prévus	Indicateurs de rendement
Sécurité publique (Voir la section 2.3.4 pour une description détaillée des résultats en matière de rendement)	L'Agence est prête à intervenir efficacement et rapidement dans les situations d'urgence	Mesure dans laquelle l'ACIA a mis en œuvre les volets du Système national d'intervention en cas d'urgence (SNIU) de Sécurité publique Canada
	L'Agence a la capacité voulue pour intervenir dans les situations d'urgence	Mesure dans laquelle l'ACIA a mis en œuvre les volets du Système national d'intervention en cas d'urgence (SNIU) de Sécurité publique Canada
	Pour prendre ses décisions concernant la sécurité publique, l'Agence effectue des recherches solides et suffisantes sur la réglementation en vigueur	Non disponibles

(du 1er avril 2006 au 31 mars 2007) *(suite)*

Dépenses et équivalents temps plein réels (ETP) 2006-2007	
140,1 millions de dollars	**1 431 ETP**

OBJECTIFS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+)		
2005-2006	**2006-2007**	**Exemples de réalisations**
√ Avec 7 des 11 objectifs atteints ou dépassés	X Avec 9 des 13 objectifs atteints ou dépassés	Développer un cadre canadien visant les espèces végétales envahissantes (voir la section 3.1) Élaborer un projet de norme de confinement visant les installations manipulant des phytoravageurs (voir la section 3.1) En collaboration avec ses partenaires, établir un Comité chargé des questions relatives à la biotechnologie au niveau des vice-présidents et sous-ministres adjoints (voir la section 3.1) Élaborer des réactifs de diagnostic dont elle avait le plus grand besoin et mener des essais pour obtenir des réponses rapides dans sa lutte contre la fièvre aphteuse (voir la section 3.3) Mener plusieurs consultations et organiser des réunions concernant l'établissement de la Stratégie nationale sur la santé des animaux (voir la section 3.1) Élaborer un Protocole d'entente et adopter conjointement un Cadre de gestion et de responsabilisation axé sur les résultats concernant la mise en œuvre du Programme national sur la santé des animaux aquatiques (voir la section 3.1)

Tableau 1.3.3 – Sommaire des résultats en matière de rendement et de dépenses

Avantage pour les Canadiens :	Protection de l'environnement
Contribution de l'ACIA :	Assurer le maintien des ressources végétales et animales
Priorité permanente de l'ACIA :	Protection efficace de l'environnement et des ressources végétales
Nouvelle priorité de l'ACIA :	Élaboration et mise en œuvre d'une Stratégie pancanadienne pour la santé animale

Dépenses et équivalents temps plein prévus (ETP) 2006-2007		**Total des autorisations 2006-2007**	
106,7 millions de dollars	**1 146 ETP**	**120,8 millions de dollars**	**1 146 ETP**

Activité de programme	**Résultats prévus**	**Indicateurs de rendement**
Protection des espèces végétales et animales (Voir la section 2.3.3 pour une description détaillée des résultats en matière de rendement)	L'entrée et la propagation au pays des maladies et des parasites de végétaux réglementés sont sous contrôle	Mesure dans laquelle les données de l'Agence indiquent l'entrée au Canada de nouvelles maladies et de nouveaux parasites des végétaux réglementés (maladies ou parasites figurant sur la liste des parasites réglementés par le Canada) Changement dans la présence de maladies des plantes ou de phytoravageurs en dehors des secteurs réglementés Mesure dans laquelle les études sur les phytoravageurs sont réalisées conformément au plan de travail
	L'industrie se conforme aux lois et à la réglementation fédérales concernant les cultures, les forêts et le bétail du Canada	Mesure dans laquelle les échantillons d'engrais et de suppléments testés respectent les normes d'efficacité et de sécurité (produits non issus de la biotechnologie) Mesure dans laquelle les échantillons d'engrais et de suppléments testés (contamination aux métaux lourds, aux pathogènes et aux pesticides) respectent les normes d'efficacité Mesure dans laquelle les provenderies sont en conformité (ne présentant pas d'écart majeur) Mesure dans laquelle les installations d'équarrisseurs sont en conformité (pas d'écart majeur) Mesure dans laquelle les provenderies sont en conformité avec la *Loi relative aux aliments du bétail*, y compris l'Interdiction frappant les aliments du bétail) (ne présentant pas d'écart majeur) Mesure dans laquelle les installations d'équarrisseurs sont en conformité avec la *Loi relative aux aliments du bétail*, y compris l'interdiction frappant les aliments du bétail (ne présentant pas d'écart majeur)
	L'entrée et la propagation au pays des maladies animales réglementées sont sous contrôle	Mesure dans laquelle les données de l'Agence indiquent l'entrée au Canada de nouvelles maladies animales réglementées (figurant sur la liste des maladies de l'OIE) Changement dans le nombre d'animaux (cheptel canadien) atteints d'une maladie animale réglementée découverts dans les troupeaux canadiens

(du 1er avril 2006 au 31 mars 2007) *(suite)*

Dépenses et équivalents temps plein réels (ETP) 2006-2007	
77,1 millions de dollars	**815 ETP**

OBJECTIFS Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+)		
2005-2006	**2006-2007**	**Exemples de réalisations**
√ Avec 5 des 7 objectifs atteints ou dépassés	√ Avec 6 des 7 objectifs atteints ou dépassés	Être à la tête de la participation canadienne à trois réunions du Comité des mesures sanitaires et phytosanitaires de l'Organisation mondiale du commerce (voir la section 2.3.2a) Diriger la participation du Canada à la Session générale annuelle du Comité international de l'OIE (Organisation mondiale de la santé animale) et participer aux travaux de l'Organisation nord-américaine pour la protection des plantes (voir la section 2.3.2a) Le Canada occupe à l'heure actuelle le poste de vice-président du Bureau auprès de la Commission des mesures phytosanitaires qui régit la Convention internationale pour la protection des végétaux (voir la section 2.3.2a) Au cours des deux dernières années, l'ACIA a présidé le Système de certification des semences de l'Organisation de coopération et de développement économiques (OCDE), qui certifie les variétés de semences que l'on retrouve sur le marché international (voir la section 2.3.2a) Mener six consultations dans toutes les régions du Canada concernant sa proposition à l'appui de la modernisation du Cadre réglementaire des semences et des engrais (voir la section 2.3.2a) L'ACIA a plus de 60 projets de règlement en cours d'élaboration. En outre, dix règlements de l'ACIA ont été promulgués (voir la section 2.3.2b) L'ACIA a remanié sa politique en matière d'importation visant les animaux importés des États-Unis, en ce qui a trait à la fièvre catarrhale du mouton et à l'anaplasmose (voir la section 2.3.3b) Élaborer une proposition de projet visant un système de certification électronique des exportations ainsi que des plans de travail pour les exportations de viandes (voir la section 3.1)

Tableau 1.3.3 – Sommaire des résultats en matière de rendement et de dépenses

Avantage pour les Canadiens : Croissance économique

Contribution de l'ACIA : Protéger les consommateurs au moyen d'un régime de réglementation juste et efficace pour les aliments, les animaux et les végétaux à l'appui de marchés compétitifs nationaux et internationaux

Priorité permanente de l'ACIA : Moderniser le régime de réglementation afin de faire face aux nouvelles exigences et aux nouveaux défis

Dépenses et équivalents temps plein prévus (ETP) 2006-2007		**Total des autorisations 2006-2007**	
119,6 millions de dollars	**1 350 ETP**	**130,5 millions de dollars**	**1 350 ETP**

Activité de programme	**Résultats prévus**	**Indicateurs de rendement**
Sciences et réglementation (Voir la section 2.3.2 pour une description détaillée des résultats en matière de rendement)	L'Agence contribue à l'élaboration et à la mise en œuvre de règles, de normes et d'ententes internationales au moyen de négociations internationales	Mesure dans laquelle le cadre de réglementation international tient compte des priorités et des besoins de l'Agence et des intervenants
	L'Agence applique des principes scientifiques éprouvés et actuels pour l'élaboration de normes, de procédures et de méthodes opérationnelles nationales	Mesure dans laquelle les normes, les méthodes opérationnelles et les procédures de l'Agence reflètent des principes scientifiques solides et actuels
	L'Agence veille au maintien d'un cadre de réglementation nationale transparent, fondé sur des principes scientifiques éprouvés et des résultats	Mesure dans laquelle le mandat et les activités de l'ACIA sont appuyés par une législation et une réglementation qui tiennent compte des priorités et des exigences de l'Agence et de ses intervenants
	L'Agence décourage l'adoption de pratiques commerciales trompeuses et inéquitables	Mesure dans laquelle les semenciers et les laboratoires du secteur privé inspectés respectent les exigences fédérales Mesure dans laquelle les semences non sélectionnées analysées sont conformes aux normes de qualité de l'ACIA Mesure dans laquelle les semences sélectionnées analysées sont conformes aux normes de qualité de l'ACIA Mesure dans laquelle les semences analysées sont conformes aux normes de pureté variétale de l'ACIA
	Les exigences d'autres gouvernements en matière d'importation sont respectées	Mesure dans laquelle les chargements d'aliments certifiés respectent les exigences en matière d'importation du pays récepteur
	Pour prendre ses décisions concernant l'élaboration et l'examen réglementaires, la prévention de pratiques déloyales et les exportations, l'Agence effectue des recherches solides et suffisantes sur la réglementation en vigueur	Non disponibles

maintien des ressources végétales et animales. Les faits saillants concernant le rendement illustrent le succès des plans mis en œuvre par l'ACIA, de même que ses progrès à l'appui des priorités et des résultats prévus par rapport aux engagements pris par l'Agence dans le *Rapport sur les plans et les priorités* de 2006-2007. On trouvera une analyse plus détaillée du rendement de l'ACIA à la section 2.

(du 1er avril 2006 au 31 mars 2007)

Dépenses et équivalents temps plein réels (ETP)
2006-2007

379,6 millions de dollars		**3 668 ETP**
OBJECTIFS **Possibilité d'amélioration (X) ou résultats atteints (√) ou dépassés (√+)**		
2005-2006	**2006-2007**	**Exemples de réalisations**
√ Avec 14 des 17 objectifs atteints ou dépassés	√ Avec 14 des 18 objectifs atteints ou dépassés	Mise à jour de la version de 1998 du guide intitulé *Bonnes pratiques d'importation pour les aliments* (voir la section 3.1) Progrès réalisés en vue de l'élaboration d'une démarche plus intégrée visant la salubrité des aliments en collaboration avec les partenaires, c'est-à-dire les représentants des organismes provinciaux et territoriaux chargés de la réglementation des aliments (voir la section 2.3.1a) Il y a eu 2 915 enquêtes sur la salubrité des aliments et 246 incidents ayant déclenché le système d'intervention d'urgence de l'ACIA et entraîné des rappels (voir la section 2.3.1a) Émettre un avertissement public pour tous les rappels de catégorie I dans les 24 heures (rendement de 100 p. 100) (voir la section 2.3.1a) Lancer une campagne pluriannuelle de sensibilisation des voyageurs à la biosécurité afin de les sensibiliser davantage au rôle des voyageurs canadiens et étrangers dans la protection du Canada contre les maladies exotiques et d'autres menaces qu'ils pourraient introduire au pays non intentionnellement (voir la section 2.3.1a) Le service d'abonnement en ligne de l'ACIA envoie à plus de 22 417 abonnés des mises à jour sur les diverses allergies alimentaires les plus préoccupantes. Il y a eu 2 143 940 consultations des pages sur les rappels d'aliments et les alertes à l'allergie dans le site Web de l'ACIA. Plus de 252 500 documents d'information publiés par l'ACIA sur la salubrité des aliments ont été distribués au public par l'intermédiaire des bureaux de Service Canada et dans le cadre de plus de 50 événements publics dans les différentes régions du pays (voir la section 2.3.1a) Le Groupe de travail sur l'influenza aviaire mis sur pied en février 2006 a fait d'importants progrès sur la mise en œuvre de la stratégie relative à l'influenza aviaire (voir la section 2.3.1b) Publier des modifications réglementaires pour renforcer l'interdiction frappant les aliments du bétail promulguée en 1997, qui introduisent de nouvelles exigences fondées sur les résultats en vue du retrait des MRS de tous les aliments pour animaux et des engrais (voir la section 2.3.2b ou 2.3.3b) Terminer l'élaboration d'un outil de diagnostic des pathogènes d'origine alimentaire intitulé hybridation de puce à ADN sur tissu; élaborer de nouvelles méthodes visant à améliorer la capacité des laboratoires à déceler la présence de contaminants et à les analyser (voir la section 3.3)

les risques évitables pour la santé liés à la salubrité des aliments ou à la transmission de maladies animales aux humains; assurer la sécurité contre les menaces délibérées envers les réserves alimentaires et les ressources agricoles canadiennes; protéger les consommateurs au moyen d'un régime de réglementation juste et efficace pour les aliments, les animaux et les végétaux à l'appui de marchés compétitifs nationaux et internationaux; et assurer le

Tableau 1.3.3 – Sommaire des résultats en matière de rendement et de dépenses*

Avantage pour les Canadiens : Santé publique

Contribution de l'ACIA : Protéger les Canadiens contre les risques évitables pour la santé liés à la salubrité des aliments ou à la transmission de maladies animales aux humains

Priorité permanente de l'ACIA : Intervention efficace en cas de menace pour la santé humaine

Dépenses et équivalents temps plein prévus (ETP)** 2006-2007		Total des autorisations 2006-2007	
353,5 millions de dollars	**3 708 ETP**	**349,5 millions de dollars**	**3 708 ETP**

Activité de programme	Résultats prévus	Indicateurs de rendement
Salubrité des aliments et santé publique (Salubrité des aliments et maladies animales qui peuvent être transmises aux humains, p. ex., influenza aviaire, ESB) (Voir la section 2.3.1 pour une description détaillée des résultats en matière de performance)	Les aliments qui quittent les établissements enregistrés au fédéral à des fins de commerce inter-provincial ou d'exportation ou qui sont importés au Canada sont salubres et propres à l'alimentation	Mesure dans laquelle les établissements enregistrés au fédéral qui font l'objet d'une inspection se conforment aux exigences fédérales en matière de salubrité des aliments Mesure dans laquelle les produits alimentaires canadiens sont conformes à chacun des critères énoncés dans les exigences fédérales en matière de résidus chimiques
	Les incidents liés à la salubrité des aliments dans les établissements non enregistrés au fédéral et qui sont produits par eux sont réglés	Mesure dans laquelle les projets sont entrepris pour faire face aux principaux risques sanitaires mis en évidence par les comités scientifiques
	Les rappels et les incidents liés à la salubrité des aliments sont maîtrisés en temps voulu et comme il convient	Temps qu'il faut pour diffuser des rappels de catégorie I
	Les maladies animales transmissibles aux humains sont sous contrôle dans les populations animales	Le nombre d'échantillons pour le dépistage de l'ESB est conforme aux lignes directrices de l'OIE Le nombre d'incidents liés à l'ESB (pas de cas connu extérieur aux paramètres acceptés) Mesure dans laquelle les produits des établissements enregistrés au fédéral se conforment aux lois et à la réglementation ayant trait au retrait des matières à risque spécifiées (MRS) Mesure dans laquelle l'étiquetage du bétail est conforme à la réglementation sur l'identification des animaux
	Pour prendre ses décisions relatives à la salubrité des aliments, à la nutrition et à la santé publique, l'Agence effectue des recherches solides et suffisantes sur la réglementation en vigueur	Non disponibles

* L'information détaillée sur l'atteinte des objectifs se retrouve à la section 2.3 Rendement par résultat stratégique.

** Les écarts entre les dépenses prévues et les dépenses réelles ont trait au codage financier de l'AAP et de la SGRR de l'ACIA. Quand elle mettra en œuvre la SGRR du SCT, l'ACIA renforcera le lien entre le rendement et les chiffres réels. Ceci s'appliquera à tous les résultats stratégiques.

1.3 Renseignements sommaires

L'Agence canadienne d'inspection des aliments (ACIA) a pour vocation de préserver la salubrité des aliments, la santé des animaux et la protection des végétaux à l'appui de la santé et du bien-être des Canadiens, de l'environnement et de l'économie. L'ACIA sert les Canadiens en les protégeant contre les risques sanitaires évitables, en assurant un régime réglementaire juste et efficace, en protégeant les ressources végétales et animales et en faisant la promotion de la sécurité de l'approvisionnement alimentaire et des ressources agricoles du pays. À l'appui de ces activités, l'ACIA est résolue à assurer une gestion interne efficace.

Nota : *Lorsqu'il est question d'objectifs dans le présent document, nous l'avons indiqué par le symbole* ➔.

Sommaire du rendement par rapport aux priorités de l'Agence

L'Agence établit ses plans et rend compte de son rendement selon l'Architecture des activités de programme (AAP) élaborée et mise en œuvre en colla-boration avec le Conseil du Trésor. Le présent rapport définit les résultats clés en matière de rendement dans la perspective de quatre des cinq[1] résultats stratégiques de l'Agence, et en regard des résultats prévus et des objectifs établis.

En 2006-2007, l'ACIA a atteint voire dépassé 31 des 40 (78 p. 100) résultats visés comparativement à 26 des 36 (72 p. 100) résultats visés en 2005-2006. L'augmentation d'année en année des résultats atteints par rapport au résultats visés est attribuable à l'atteinte supplémentaire d'un résultat visé sous le résultat stratégique de la sécurité publique et l'atteinte d'un autre résultat visé sous le résultat stratégique de la protection des espèces végétales et animales. Les politiques de l'ACIA en matière de conformité et d'application de la loi, de même que ses stratégies de programme appuient son mandat de base défini dans les différentes lois dont l'Agence est chargée d'assurer ou de contrôler l'application. Cependant, il y a place pour l'amélioration dans quelques secteurs de programme et des ajustements sont apportés en conséquence en ce qui concerne les politiques et l'exécution des programmes pour corriger les lacunes.

Le tableau 1.3.3 présente les dépenses prévues et les dépenses réelles de l'ACIA, de même que certains des faits saillants relatifs au rendement de l'Agence pour quatre de ses résultats stratégiques : protéger les Canadiens contre

Tableau 1.3.1 – Ressources financières

Dépenses prévues (millions de dollars)	Total des autorisations (millions de dollars)	Dépenses réelles (millions de dollars)
637,6	662,0	620,6

Source : SATURNE et le Rapport sur les plans et les priorités *de 2006-2007*

Tableau 1.3.2 – Ressources humaines

Équivalents temps plein prévus (ETP)*	ETP réels	Différence
6 401	6 098	303

* Le calcul des ressources humaines sur la base des équivalents temps plein (ETP) diffère du calcul reposant sur le nombre d'employés dans la mesure où il tient compte de l'emploi à temps partiel, des employés embauchés pour une période déterminée et du partage d'emploi, si bien que deux employés à mi-temps sont pris en compte pour constituer un ETP.

Source : Système de gestion des salaires et Rapport sur les plans et les priorités *de 2006-2007*

1 Malgré que le Plan d'entreprise 2003-2008 de l'Agence présente cinq résultats stratégiques, des directives subséquentes reçues du SCT ont engendré l'exclusion du résultat stratégique, « saine gestion de l'Agence » de l'AAP. Les ressources attribuables à une « saine gestion de l'Agence » ont été réparties de manière proportionnelle entre les autres résultats stratégiques de l'Agence.

1.2 Message de la présidente



J'ai l'honneur de présenter le *Rapport sur le rendement* de l'Agence canadienne d'inspection des aliments (ACIA) pour la période du 1er avril 2006 au 31 mars 2007. L'ACIA se voue à protéger l'approvisionnement alimentaire du Canada ainsi que les ressources animales et végétales dont dépendent la salubrité et la qualité élevée des aliments. Par ses activités, elle contribue de façon directe et importante à la santé et au bien-être des consommateurs, de l'environnement et de l'économie du pays.

Le 1er avril 2007 marquait le 10e anniversaire de l'ACIA. Au fil de ses 10 années d'existence, l'Agence a pris de l'ampleur.

L'ACIA est le plus grand organisme de réglementation à vocation scientifique du pays, et pour prendre des décisions objectives, crédibles et défendables, elle doit puiser aux meilleures sources de la science et prendre en compte de façon nuancée les autres facteurs inhérents à une bonne politique publique. Au cours de l'exercice écoulé, nous avons adopté une démarche équilibrée face aux problèmes auxquels nous nous sommes heurtés tout en servant les Canadiens et en protégeant leurs réserves alimentaires.

En 2006, nous avons été mis au défi par un certain nombre d'incidents reliés à la salubrité des aliments, notamment la présence de salmonelle dans le chocolat et d'*E. coli* dans les épinards. L'ACIA a travaillé avec ses partenaires et l'industrie afin d'identifier, de gérer et de minimiser les risques. À l'automne 2006, l'Agence a émis plusieurs alertes importantes de danger pour la santé. L'intervention rapide et efficace de l'ACIA face à ces dangers continue de répondre aux attentes des Canadiens.

En même temps que nous devions gérer l'éradication et le confinement de phytoravageurs d'importance internationale, nous avons été aux prises avec la détection du nématode doré au Québec, ravageur qui touche les plants de pomme de terre. Avec nos partenaires et l'industrie, nous avons rapidement pris des mesures pour maîtriser sa propagation et atténuer les répercussions sur la vente des pommes de terre canadiennes.

La poursuite du programme de surveillance de l'encéphalopathie spongiforme bovine (ESB) de l'Agence permet d'accélérer l'éradication de cette maladie du cheptel canadien et renforce la réputation de l'Agence dans la sphère internationale. Cette année, par exemple, l'Organisation mondiale de la santé animale (OIE) a désigné plusieurs laboratoires de l'ACIA comme étant les laboratoires de référence mondiale de l'OIE pour l'ESB et l'influenza aviaire. En fait, le réseau de laboratoires de l'ACIA comprend 13 des 17 laboratoires de référence internationale du Canada.

L'Agence, en travaillant avec ses partenaires et intervenants au cours de l'année et des 10 dernières années, a joué un rôle de premier plan dans la vie de notre pays. Grâce à ses hommes et femmes dévoués, compétents et professionnels, elle a jeté les bases d'une institution dont il y a tout lieu d'être fier.

La présidente,
Carole Swan

1. VUE D'ENSEMBLE DE L'AGENCE

1.1 Message du ministre



J'ai le plaisir de présenter au Parlement le *Rapport sur le rendement* de l'Agence canadienne d'inspection des aliments (ACIA) pour 2006-2007. Ce rapport témoigne de l'engagement soutenu de l'Agence à protéger l'approvisionnement alimentaire ainsi que les ressources animales et végétales du Canada, à l'appui de la santé de l'environnement et de l'économie et du bien-être des Canadiens.

Tout au long de 2006-2007, la salubrité des aliments ainsi que la lutte contre l'introduction, l'éclosion et la propagation de maladies animales et de phytoravageurs sont demeurées au cœur des priorités de l'ACIA et ont contribué de façon significative à la sécurité et à la performance économique du Canada.

L'ACIA, en collaboration avec ses partenaires des secteurs public et privé, continue de faire preuve d'une profonde détermination à gérer les risques associés à des maladies animales telles que l'encéphalopathie spongiforme bovine (ESB) et l'influenza aviaire, et elle est reconnue à cet égard. En témoignage du haut degré de confiance des autres pays dans le régime réglementaire du Canada, l'Organisation mondiale de la santé animale (OIE) a recommandé que le Canada soit reconnu comme un pays à « risque maîtrisé » en ce qui a trait à l'ESB.

L'ACIA continue de travailler en étroite collaboration avec ses partenaires fédéraux, provinciaux et réglementés dans le cadre des activités de parachèvement et de mise à l'essai de ses plans d'intervention d'urgence en cas de pandémie d'influenza aviaire. Les stratégies de prévention constituent également une priorité au calendrier de ses activités, puisque l'Agence a sensibilisé l'industrie agricole canadienne au besoin de renforcer les mesures de biosécurité.

Je suis encouragé par la façon dont l'ACIA a noué d'étroites relations avec ses partenaires et les intervenants, tant au sein du gouvernement que de l'industrie, au fil des activités en vue de mettre en place un système intégré favorisant la salubrité des aliments et la protection de la santé animale et végétale pour tous les Canadiens.

En ma qualité de ministre de l'Agriculture et de l'Agroalimentaire, je suis impressionné par le dévouement de l'équipe du portefeuille qui m'a été confié à l'égard de ce secteur et, en bout de ligne, de tous les Canadiens. J'ai constaté les avantages du travail en équipe sur des priorités comme l'élaboration de la politique agricole et agroalimentaire de prochaine génération. Je suis convaincu que cet esprit de collaboration demeurera une caractéristique inhérente à mon portefeuille au fil de la mise en œuvre des nouvelles politiques au cours des mois à venir.

Il ne fait aucun doute à mes yeux que l'ACIA, grâce à son personnel dévoué, compétent et diligent, ainsi qu'à sa solide collaboration avec ses partenaires et les intervenants, continuera à exceller en tant qu'organisme de réglementation à vocation scientifique inspirant confiance et respecté à l'échelle nationale et internationale.

Le ministre de l'Agriculture et de l'Agroalimentaire et ministre responsable de la Commission canadienne du blé,
L'honorable Gerry Ritz

TABLE DES MATIÈRES

1. VUE D'ENSEMBLE DE L'AGENCE

1.1 Message du ministre 3

1.2 Message de la présidente 4

1.3 Renseignements sommaires 5

2. ANALYSE DES ACTIVITÉS DE PROGRAMME PAR RÉSULTAT STRATÉGIQUE

2.1 Notre façon de planifier et d'établir les rapports 19

2.2 Rapports du Bureau de la vérificatrice générale 23

2.2.1 Déclaration de la direction 24

2.2.2 Évaluation de l'information sur le rendement par la vérificatrice générale 25

2.3 Rendement par résultat stratégique 27

2.3.1 Résultat stratégique : Protéger les Canadiens contre les risques évitables pour la santé liés à la salubrité des aliments ou à la transmission de maladies animales aux humains 28

2.3.2 Résultat stratégique : Protéger les consommateurs au moyen d'un régime de réglementation juste et efficace pour les aliments, les animaux et les végétaux à l'appui de marchés compétitifs nationaux et internationaux 42

2.3.3 Résultat stratégique : Assurer le maintien des ressources végétales et animales 56

2.3.4 Résultat stratégique : Assurer la sécurité de l'approvisionnement alimentaire et des ressources agricoles du Canada face à des menaces délibérées 73

3. INFORMATION SUPPLÉMENTAIRE

3.1 Initiatives spéciales 77

3.2 Information organisationnelle 85

3.3 Recherche réglementaire 86

3.4 Saine gestion de l'Agence 90

3.5 Rendement financier 99

3.5.1 Rapport sur les crédits parlementaires 99

3.5.2 États financiers vérifiés 114

4. AUTRES POINTS D'INTÉRÊT

4.1 Détails du résumé des résultats en matière de rendement et de dépenses 133

4.2 Notes sur la présentation des résultats en regard du *Rapport sur les plans et les priorités* 2006-2007 140

4.3 Sigles 140

4.4 Liens menant à des sites Web 142

Agence canadienne d'inspection des aliments | Canadian Food Inspection Agency

Agence canadienne d'inspection des aliments



Rapport sur le rendement

Pour la période se terminant le
31 mars 2007

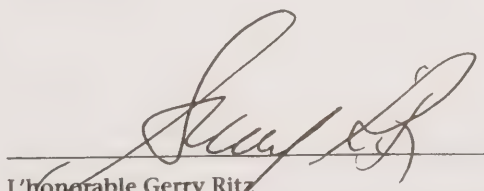
Canada

Agence canadienne d'inspection des aliments

Rapport sur le rendement

Pour la période se terminant le
31 mars 2007

Approuvé par :



L'honorable Gerry Ritz
Ministre de l'Agriculture et de l'Agroalimentaire
et ministre responsable de la Commission canadienne du blé

Avant-propos

Les Rapports ministériels sur le rendement constituent un élément clé du cycle de planification, de surveillance, d'évaluation et de compte rendu des résultats au Parlement et aux Canadiens. Ils sont au cœur de la responsabilisation au gouvernement.

Les ministères et organismes sont invités à préparer leurs rapports d'après les principes du gouvernement du Canada pour la présentation de rapports au Parlement (énoncés dans le *Guide de préparation du Budget des dépenses 2006-2007* disponible à http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_f.asp). Ces principes sont le fondement conceptuel pour la préparation des rapports et s'inscrivent dans les pratiques actuelles recommandées en matière de rapports publics.

Selon ces principes, des rapports efficaces sur le rendement fournissent un compte rendu concis, cohérent, fiable et équilibré du rendement d'une organisation en rapport avec ses plans et les résultats prévus. Ils mettent l'accent sur les résultats en faisant un compte rendu non seulement des activités et des extrants qui ont été réalisés, mais également des progrès accomplis pour atteindre les résultats – les avantages durables pour les Canadiens et la société canadienne. Le rendement y est mis en contexte, il est relié aux plans et aux résultats prévus (on explique les modifications apportées, le cas échéant) et l'on discute des risques et des défis principaux qui ont une incidence sur le rendement de l'organisation. Les rapports efficaces sur le rendement établissent un lien solide entre les ressources et les résultats pour montrer ce que l'on a accompli au moyen d'une gestion rigoureuse des fonds publics. On y rend également compte des résultats réalisés en association avec d'autres organisations gouvernementales et non gouvernementales. En dernier lieu, le rapport est crédible parce que le rendement déclaré y est étayé d'éléments d'information probants et impartiaux.

Le présent Rapport ministériel sur le rendement, ainsi que ceux de beaucoup d'autres organisations, est disponible sur le site Internet du Secrétariat du Conseil du Trésor du Canada à l'adresse suivante : http://www.tbs-sct.gc.ca/est-pre/estimF.asp. Les lecteurs qui veulent obtenir une vue pangouvernementale détaillée de la contribution du gouvernement fédéral au rendement du Canada en tant que nation peuvent consulter *Le rendement du Canada 2006-2007*, qui est disponible en ligne à la même adresse Internet. Structuré en fonction de quatre grands secteurs de dépenses (affaires économiques, affaires sociales, affaires internationales et affaires gouvernementales), le rapport *Le rendement du Canada 2006-2007* sert de document directeur pour les 90 Rapports ministériels sur le rendement et comprend un aperçu global des dépenses réelles pour l'ensemble du gouvernement; on y présente également des faits saillants des rapports sur le rendement des ministères et des organismes. La version électronique du rapport *Le rendement du Canada* comporte des liens vers les Rapports ministériels sur le rendement pertinents qui contiennent de l'information additionnelle sur le rendement et les ressources.

Le gouvernement du Canada s'est engagé à améliorer sans cesse l'information qu'il communique au Parlement et aux Canadiens. La rétroaction des lecteurs est importante pour assurer une amélioration constante des Rapports ministériels sur le rendement et des autres documents relatifs au Budget des dépenses.

On peut adresser ses commentaires ou ses questions à l'adresse suivante :

Direction de la gestion axée sur les résultats
Secrétariat du Conseil du Trésor du Canada
L'Esplanade Laurier, Ottawa, Ontario K1A OR5

Les documents budgétaires

Chaque année, le gouvernement établit son Budget des dépenses, qui présente l'information à l'appui des autorisations de dépenser demandées au Parlement pour l'affectation des fonds publics. Ces demandes d'autorisations sont présentées officiellement au moyen d'un projet de loi de crédits déposé au Parlement. Le Budget des dépenses, qui est déposé à la Chambre des communes par le président du Conseil du Trésor, comporte trois parties :

Partie I – Plan de dépenses du gouvernement présente un aperçu des dépenses fédérales et résume les principaux éléments du Budget principal des dépenses.

Partie II – Budget principal des dépenses étaye directement la *Loi de crédits*. Le Budget principal des dépenses énonce les autorisations de dépenser (crédits) et les sommes à inclure dans les projets de loi de crédits que le Parlement doit adopter afin que le gouvernement puisse mettre en application ses plans de dépenses. Les Parties I et II du Budget des dépenses sont déposées simultanément le 1er mars ou avant.

Partie III – Plan de dépenses du ministère est divisé en deux documents :

1) **Les rapports sur les plans et les priorités (RPP)** sont des plans de dépenses établis par chaque ministère et organisme (à l'exception des sociétés d'État). Ces rapports présentent des renseignements plus détaillés, pour une période de trois ans, sur les principales priorités d'une organisation, et ce, par résultat stratégique, activité de programme et résultats prévus, incluant des liens aux besoins en ressources connexes. Les RPP contiennent également des données sur les besoins en ressources humaines, les grands projets d'immobilisations, les subventions et contributions, et les coûts nets des programmes. Ils sont déposés au Parlement par le président du Conseil du Trésor au nom des ministres responsables des ministères et des organismes qui dépendent des crédits parlementaires et qui sont désignés aux annexes I, I.1 et II de la *Loi sur la gestion des finances publiques*. Ces documents sont habituellement déposés au plus tard le 31 mars, pour renvoi aux comités qui peuvent ensuite faire rapport à la Chambre des communes conformément au paragraphe 81(7) du Règlement.

2) **Les rapports ministériels sur le rendement (RMR)** rendent compte des réalisations de chaque ministère et organisme en fonction des attentes prévues en matière de rendement qui sont indiquées dans leur RPP. Ces rapports sur le rendement, qui portent sur la dernière année financière achevée, sont déposés au Parlement en automne par le président du Conseil du Trésor au nom des ministres responsables des ministères et des organismes qui dépendent des crédits parlementaires et qui sont désignés aux annexes I, I.1 et II de la *Loi sur la gestion des finances publiques*.

Le Budget supplémentaire des dépenses étaye directement la *Loi de crédits*. Le Budget supplémentaire des dépenses énonce les autorisations de dépenser (crédits) et les sommes à inclure dans les projets de loi de crédits que le Parlement doit adopter afin que le gouvernement puisse mettre en application ses plans de dépenses. Le Budget supplémentaire des dépenses est habituellement déposé deux fois par année, soit un premier document au début novembre et un document final au début mars. Chaque Budget supplémentaire des dépenses est caractérisé par une lettre alphabétique (A, B, C, etc.). En vertu de circonstances spéciales, plus de deux Budgets supplémentaires des dépenses peuvent être publiés au cours d'une année donnée.

Le Budget des dépenses, de même que le budget du ministre des Finances, sont le reflet de la planification budgétaire annuelle de l'État et de ses priorités en matière d'affectation des ressources. Ces documents, auxquels viennent s'ajouter par la suite les Comptes publics et les rapports ministériels sur le rendement, aident le Parlement à s'assurer que le gouvernement est dûment comptable de l'affectation et de la gestion des fonds publics.

©Sa Majesté la Reine du chef du Canada, représentée par le
Ministre des Travaux publics et Services gouvernementaux, 2007.

Ce document est disponible en médias substituts sur demande.

Ce document est disponible sur le site Web du SCT à l'adresse suivante : www.tbs-sct.gc.ca.

En vente chez votre libraire local ou par la poste auprès
des Éditions et Services de dépôt
Travaux publics et Services gouvernementaux Canada
Ottawa (Ontario) KIA OS5

Téléphone : 613-941-5995
Commandes seulement : 1-800-635-7943 (Canada et É.-U.)
Télécopieur : 613-954-5779 ou 1-800-565-7757 (Canada et É.-U.)
Internet : http://publications.gc.ca

No. de catalogue : BT31-4/79-2007
ISBN 978-0-660-63429-6

FSC
Sources Mixtes
Groupe de produits issu de forêts bien gérées, de sources contrôlées et de bois ou fibres recyclés

Ce logo décrit le papier FSC utilisé pour la couverture seulement
Le texte est imprimé sur un papier FSC contenant
100% de fibres recyclées après consommation.

BUDGET DES DÉPENSES

Agence canadienne d'inspection des aliments

Rapport sur le rendement

Pour la période se terminant
le 31 mars 2007

Canada

ESTIMATES

Canadian Forces Grievance Board

Performance Report

For the period ending
March 31, 2007

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of:

Part I – The Government Expense Plan provides an overview of federal spending and summarizes the key elements of the Main Estimates.

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before March 1.

Part III – Departmental Expenditure Plans, which is divided into two components:

1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail over a three-year period on an organisation's main priorities by strategic outcome(s), program activity(s) and planned/expected results, including links to related resource requirements. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the appropriation dependent departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are usually tabled on or before March 31 and referred to committees, which may then report to the House of Commons pursuant to Standing Order 81(7).

2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the appropriation dependent departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

Supplementary Estimates directly support an *Appropriation Act*. The Supplementary Estimates identify the spending authorities (votes) and amounts to be included in the subsequent appropriation bill. Parliamentary approval is required to enable the government to proceed with its spending plans. Supplementary Estimates are normally tabled twice a year, the first document in early November and a final document in early March. Each Supplementary Estimates document is identified alphabetically A, B, C, etc. Under special circumstances, more than two Supplementary Estimates documents can be published in any given year.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

©Her Majesty the Queen in Right of Canada, represented
by the Minister of Public Works and Government Services, 2007.

This document is available in multiple formats upon request.

This document is available on the TBS Web site at the following address: www.tbs-sct.gc.ca.

Available through your local bookseller or by mail from
Publishing and Depository Services
Public Works and Government Services Canada
Ottawa (Ontario) KIA OS5

Telephone: 613-941-5995
Orders Only: 1-800-635-7943 (Canada and U.S.A.)
Fax: 613-954-5779 or 1-800-565-7757 (Canada and U.S.A.)
Internet: http://publications.gc.ca

Catalogue No.: BT31-4/86-2007
ISBN 978-0-660-63430-2

FSC
Mixed Sources
Product group from well-managed forests, controlled sources and recycled wood or fiber
Cert no. SW-COC-789
www.fsc.org
© 1996 Forest Stewardship Council

This logo represents the cover st
The text is printed on a different
made from 100% Post-Consume

Foreword

Departmental Performance Reports are a key component in the cycle of planning, monitoring, evaluating, and reporting results to Parliament and Canadians. They are at the heart of accountability in government.

Departments and agencies are encouraged to prepare their reports according to the Government of Canada Reporting Principles (provided in the *Guide to the Preparation of the 2006–2007 Estimates* available at http://www.tbs-sct.gc.ca/rma/dpr3/06-07_index_e.asp). These principles are the conceptual foundation upon which the reports are prepared and they are consistent with current recommended public reporting practices.

Based on these principles, an effective performance report provides a concise, coherent, reliable, and balanced account of an organization's performance in relation to its plans and expected results. It focuses on results by reporting not only the activities and outputs achieved, but also the progress made towards achieving outcomes - the enduring benefits for Canadians and Canadian society. It sets performance in context, associates performance with plans and expected results (explaining any changes), and discusses the key risks and challenges that affected organizational performance. An effective performance report has strong linkages between resources and results to show what was achieved through the sound stewardship of public funds. It also reports on results realised in partnership with other governmental and non-governmental organisations. Finally, the report is credible because it uses objective, evidenced-based information to substantiate the performance reported.

This Departmental Performance Report, along with those of many other organizations, is available at the Treasury Board of Canada Secretariat Internet site: http://www.tbs-sct.gc.ca/est-pre/estime.asp. Readers seeking a high-level, whole of government overview of the federal government's contribution to Canada's performance as a nation should refer to *Canada's Performance 2006–07*, available online at the same Internet address. Structured around four broad spending areas (Economic Affairs, Social Affairs, International Affairs and Government Affairs), *Canada's Performance 2006–07* serves as a guide to the 90 Departmental Performance Reports and includes a whole of government view of actual spending as well as selected highlights from departmental and agency performance reports. The electronic version of *Canada's Performance* links to the relevant Departmental Performance Reports, which contain additional information on performance and resources.

The Government of Canada is committed to continually improving reporting to Parliament and Canadians. The input of readers is important to ensure that Departmental Performance Reports and other Estimates documents are enhanced over time.

Comments or questions can be directed to:

Results-based Management Directorate
Treasury Board of Canada Secretariat
L'Esplanade Laurier, Ottawa, Ontario K1A OR5

Canadian Forces Grievance Board

Departmental Performance Report

For the period ending
March 31, 2007

The Honourable Peter G. MacKay
Minister of National Defence

Table of Contents

SECTION I – OVERVIEW 1

Chairperson's Message 3
Management Representation Statement 4
Summary Information 5
Overall Board's Performance 9

SECTION II – ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME 13

Analysis by Program Activity 15
Expected Results 16

SECTION III – SUPPLEMENTARY INFORMATION 29

Organizational Information 31
Table 1: Comparison of Planned to Actual Spending (including FTEs) 32
Table 2: Resources by Program Activity 32
Table 3: Voted and Statutory Items 33
Table 4: Services Received Without Charge 33
Table 5: Financial Statements of the Canadian Forces Grievance Board 33
Table 6: Travel Policies 45

SECTION IV – OTHER ITEMS OF INTEREST 47

Contacts for Further Information 49
Statutory Annual Reports and Board Reports 49

SECTION I – OVERVIEW

Chairperson's Message

I am pleased to submit the Canadian Force's Grievance Board's (CFGB) sixth Departmental Performance Report, for the period ending March 31, 2007.

Last year, in collaboration with the Director General, Canadian Forces Grievance Authority (DGCFGA), we undertook a review of the grievance system as a whole and in particular, at the Final Authority level. The main purpose behind this exercise was to improve the process' overall efficiency and reduce duplicate efforts.



Following extensive consultation with key Canadian Forces (CF) stakeholders, in November 2006, the CFGB and the DGCFGA embarked on a Pilot Project that would address concerns regarding shared processes between the two organizations and to assess the CFGB's capacity to manage discretionary files (under current legislation, the Board receives approximately 40% of the grievances arriving at the Final Authority level). For this reporting period, initial results have been very positive and a final report will be submitted to the Vice-Chief of the Defence Staff in June 2007. The Board firmly believes that all grievances should be referred to us so that all CF members benefit from an independent review.

Throughout 2006, the CFGB kept up its focus on operational efficiency. The reviews of grievance files, both received and completed in 2006-2007, were done so in less than six months on average. At the end of this reporting period, we had fewer unresolved grievance files in our inventory than in previous years; a total of 78 grievances remained active.

Process changes aside, the CFGB also pursued its external communications strategy, using key outreach activities in order to enhance the knowledge among its primary stakeholders about the value and impact of the organization's work.

Seven years after its inception, the CFGB is becoming more well-known among CF members and it will continue to progress towards ensuring that the military regard this organization as playing an essential, impartial and fair role in the CF grievance system.

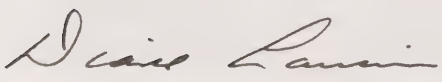
Diane Laurin
Chairperson

Management Representation Statement

I submit for tabling in Parliament, the 2006-07 Departmental Performance Report for the Canadian Forces Grievance Board.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's approved Strategic Outcome(s) and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.



Name: Diane Laurin
Title: Chairperson

Summary Information

The Grievance Context –

The concept of military personnel having the right to grieve and receive redress is not new. Canada's introduction, in the year 2000, of an extra-military component to the Canadian Forces grievance system represented a major innovation in the handling of military grievances. That innovation was the creation of the Canadian Forces Grievance Board.

As stipulated in the *National Defence Act* (NDA) and Chapter 7.12 of the *Queen's Regulations and Orders for the Canadian Forces* (QR&O), the Board's mandate is to review all military grievances referred to it by the Chief of the Defence Staff (CDS). Following its review, the Board submits its findings and recommendations (F&Rs) to the CDS, simultaneously forwarding a copy to the grievor. It is the CDS, however, who is the final adjudicator on the grievance.

The Board, which has quasi-judicial powers, can summon witnesses and compel them to give oral or written evidence. The Board can also order the production of documents or things. Although hearings would normally be held in private, the Chair can deem that a public hearing would benefit the participants and serve the public's interest.

> ***Mission***
> To review grievances, in order to render fair and impartial findings and recommendations in a timely and informal manner to the Chief of the Defence Staff and the grievor.

Chapter 7.12 of the QR&O sets out the types of grievances that can be referred to the Board. Specifically:

(1) The Chief of the Defence Staff shall refer to the Grievance Board any grievance relating to the following matters:

  (a) Administrative action resulting in the forfeiture of, or deductions from, pay and allowances, reversion to a lower rank or release from the Canadian Forces;

  (b) Application or interpretation of Canadian Forces policies relating to expression of personal opinions, political activities and candidature for office, civil employment, conflict of interest and post-employment compliance measures, harassment or racist conduct;

  (c) Pay, allowances and other financial benefits; and

  (d) Entitlement to medical care or dental treatment.

(2) The Chief of the Defence Staff shall refer every grievance concerning a decision or an act of the Chief of the Defence Staff in respect of a particular officer or non-commissioned member to the Grievance Board for its findings and recommendations.

Section 29.12 of the NDA stipulates that the CDS may also refer any other grievance to the Board.

Financial Resources ($000's)

2006-07		
Planned Spending	Total Authorities	Actual Spending
$6,407.0	$6,412.8	$5,852.0

Human Resources *

2006-07		
Planned	Actual	Difference
46	40	6

* Includes Board Members appointed by Governor in Council.

Departmental Priorities

Status on Performance			2006-07 Planned Spending	2006-07 Actual Spending
Strategic Outcome: The recommendations of the Canadian Forces Grievance Board are implemented in the Canadian Forces and lead to improvements in the conditions of work.				
Alignment to Government of Canada Outcomes: Government Affairs				
Priority No. 1 (Ongoing) Operational productivity	**Program Activity:** Review of Canadian Forces grievances referred by the Chief of the Defence Staff. **Expected Results:** Address efficiency and effectiveness in the service delivery to our clients: ► Achieve a steady state of operations with a target to complete a grievance review and issue its findings and recommendations within six months from the day that it is received at the Board; ► Ensure consistent high quality of analysis. Ensure sound internal management practices in accordance with the Management Accountability Framework (MAF) and reflected in the Board's Performance Measurement Strategy: ► Rigorous planning of human and financial resources' needs. ► Ensure an efficient grievance review process that is cost effective.	**Performance Status** Successfully met Successfully met Successfully met Successfully met	$3,685,000	$3,175,412

Status on Performance			2006-07 Planned Spending	2006-07 Actual Spending
Priority No. 2 (Ongoing) External Communications	**Program Activity:** Review of Canadian Forces grievances referred by the Chief of the Defence Staff. **Expected Results:** Stakeholders recognize the value-added of the Board's findings and recommendations.	**Performance Status**	$410,000	$280,526
	► Enhance knowledge sharing and increase support from stakeholders.	Successfully met		
	► Participate at senior levels forums in support of a more efficient and responsive military grievance process.	Successfully met		
	► Disseminate information of the impact and value of the Board's work.	Successfully met		

Context and Operating Environment

As an administrative tribunal, the Board is independent of the Department of National Defence (DND), although DND has overall responsibility for the grievance process in which it operates. The Board reports directly to Parliament through the Minister of National Defence, who tables the Board's annual and ministerial reports.

The CF Grievance System: a two-level process

Level I: Review by the Initial Authority (within the Canadian Forces)

A common misconception about the Canadian Forces grievance procedure is that a grievor can submit a grievance directly to the Board. In fact, the process begins not with the Board, but with the grievor's Commanding Officer (CO).

Step 1: The grievor submits the grievance to his or her CO.

Step 2: If the CO cannot act as the Initial Authority (IA), the grievance will be submitted to someone who can, such as the next superior officer invested with the responsibility for dealing with the issue. If the grievor is satisfied with the IA's decision, the grievance process ends there.

Level II: Review by the CDS

Grievors who are dissatisfied with the IA's decision may ask to have their grievance be reviewed at the Final Authority (FA) level, that is, by the CDS, whose decision is the final stage in the grievance process.

Grievors initiate this second level of review as follows:

Step 1: They submit their request for a second level of review.

Step 2: If the grievance falls within the Board's mandate, the Director General Canadian Forces Grievance Authority (DGCFGA) forwards the grievor's file, on behalf of the CDS, to the Board.

- Grievances mandatorily referred to the Board must be decided by the CDS personally.
- The CDS is not bound by any findings and recommendations of the Board; however, the CDS must provide reasons, in writing, in any case where the Board's findings and recommendations are not accepted.

The Board's Procedure

1. When the Board's registrar receives the grievor's file from the DGCFGA, the Board sends a letter of acknowledgement to the grievor, and in accordance with the rules of procedural fairness, also discloses to the grievor the information the file contains.
   - The Board invites the grievor to submit any additional information related to the case.
   - Should the Board acquire new information, it will be disclosed to the grievor.

A grievance officer conducts an in-depth analysis, which also involves a legal review from Legal Services. Thereafter, the Board Member assigned by the Chair, develops the final findings and recommendations. These are subsequently forwarded to the CDS and to the grievor.

"This process is outstanding, notwithstanding the result, I achieved my aim—an unbiased outside the chain of command analysis of my situation, and a verdict rooted in analysis of current Canadian law, morals and norms."
— Source: Comments from CFGB Survey to grievors

Overall Board's Performance

Priority # 1 Operational productivity

Commitments

To achieve its objectives to improve operational productivity, the Board undertook several initiatives in 2006-07 fiscal year. They included commitments to:

1. Address efficiency and effectiveness in the service delivery to our clients:
   - Achieve a steady state of operations with a target to complete a grievance review and issue its findings and recommendations within six months from the day that it is received at the Board;
   - Ensure consistent high quality of analysis.
2. Ensure sound internal management practices in accordance with the Management Accountability Framework (MAF) and reflected in the Board's Performance Measurement Strategy:
   - Rigorous planning of human and financial resources' needs.
   - Ensure an efficient grievance review process that is cost effective.

Main Achievements

A More Effective, Efficient Grievance System — Laying the Groundwork

Following an intense examination of the grievance process at the Final Authority level, the Board participated in highly productive ongoing discussions with the DGCFGA and senior staff from National Defence Head Quarters (NDHQ). The review and discussions enabled the participants to collaboratively identify problem areas and agree on potential approaches to address them. As a result, the Board and the DGCFGA together devised and implemented a Pilot Project to test the proposed changes. These process changes are designed to significantly reduce the time required to analyze grievances and present the CDS with recommendations.

Efficiency Behind Case Reviews Continues to Improve

Meanwhile, the Board continued to streamline its own internal processes. In 2006-07, it reduced its remaining inventory of grievance files carried over from previous years.

Figure 1

CFGB WORKLOAD OVERVIEW	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07
Cases in process at beginning of the period	0	178	219	261	264	166	150
Cases received for the period	197	147	179	160	75	103	69
Cases returned to DCFGA for the period	0	0	-6	-2	-4	0	0
Cases completed for the period	19	106	131	158	169	119	141
Cases remaining in the process at the end of the period	178	219	261	264	166	150	78

A Timely Review

In 2005, the Board increased its efficiency by 28% in terms of production time; the average turn-around time for completing its steady-state cases (those received from 2004 on) was 138 business days. In comparison, for the 66% of the 2006 completed cases to date, 69% averaged a turn-around time of 96 business days.

Presently, the average turnaround time is six months (120 business days) from the time the case is received at the Board, until it is sent to the CDS for a final decision. Not all cases, however, are equal in terms of the time it takes to complete a review. Several factors outside the Board's control can affect a review's time, including timeliness with which a grievance is referred to the Board, its complexity, delays in obtaining relevant information, and in some instances, the number of Board Members available to review grievances.

Figure 2 – Timeline to complete cases according to the year referred to the Board shows the percentage of cases completed (according to the year received) that were within timeframes of more than one year, six months to a year, and less than six months.

Year Cases Referred to CFGB	Less than 6 months	6 months to 1 year	More than 1 year
2000	7.3%	9.5%	83.2%
2001	9.5%	24.8%	65.7%
2002	6.9%	13.8%	79.3%
2003	6.2%	11.6%	82.2%
2004	6.1%	28.6%	65.3%
2005	12.5%	28.1%	59.4%
2006	69.0%	28.6%	2.4%
2007	100.0%	0.0%	0.0%

Data as of March 31, 2007

Rigorous planning of human and financial resources' needs

In compliance with the new *Public Service Modernization Act* (*PSMA*), the Board developed an Integrated Human Resources and Business Plan, to ensure that its human and financial resources needs are in place. The Board continues to align its HR practices with the requirements of the *Public Service Modernization Act* (PSMA), which included training for the managers and staff as well as developing internal policies and procedures.

Lessons Learned

2006-07 proved to be a busy and productive year for the Board; it made solid progress in reducing the inventory of grievance files. More than six years after its inception, the Board has proven its value-added and it will carry on towards ensuring that the Canadian Forces continue to regard this organization as playing an essential role in the CF grievance system.

The Board is ever mindful that careful planning of its resources goes a long way towards ensuring that the quality of its work is not compromised. This includes the continuity and renewal of its specialized workforce in keeping with changes flowing from the *Public Service Modernization Act*. The Board will also continue to cultivate its management practices using the Government's own blueprint for sound management, the Management Accountability Framework.

Priority # 2 External Communications

Commitments

1. Stakeholders recognize the value-added of the Board's findings and recommendations.
   - Enhance knowledge sharing and increase support from stakeholders.
   - Participate at senior levels forums in support of a more efficient and responsive military grievance process.
   - Disseminate information of the impact and value of the Board's work.

Main Achievements

Presentations and Tours

The Board has always recognized that it must deliberately reach out to its primary stakeholders—the members of the CF— to familiarize them with the work it is doing. This outreach strengthens the members' understanding of the role the Board plays in improving the quality of Canadian military life. In addition to pursuing all opportunities to interact and communicate with senior military leaders through established communications channels, Board Members and senior management visit CF bases (CFB) and facilities, attend conferences and make presentations on key issues.

The following is a summary of the Board's 2006-2007 visits and presentations:

- In June, the Vice-Chair spoke at two bases in Newfoundland: CFB Gander and CFB Goose Bay.
- In October, the Chair made a presentation in Cornwall, Ontario at a conference hosted by the Director General Military Careers.
- Also in October, Denis Brazeau, part-time Board Member, visited CFB Esquimalt, B.C., and the Chair and Vice-Chair made a joint presentation at a Town Hall meeting while visiting CFB Comox, B.C.
- In December, the Vice-Chair made a presentation to the CF School of Administration and Logistics at CFB Borden, Ontario.
- In February 2007, the Operations sector visited and made a presentation to the Naval Reserve (NAVRES) in Quebec City.

New Communications Initiatives

The Board's newest communications endeavour, developed this year, is an electronic newsletter—the *eBulletin*—Launched in early 2007, it is designed for a subscriber list of key audiences. Experience has shown that CF members want to know more about the grievance system, the specific grievances the Board receives, and their outcomes. Each issue highlights the most current and interesting cases that have been referred to the Board and for which a CDS decision was received. In addition to these summaries, the newsletter also include updates on key grievance statistics and Board activities.

Anyone who would like to receive the newsletter can subscribe through the Board's Website: www.cfgb-cgfc.gc.ca

Lessons Learned

Visits to CF bases across Canada are particularly valuable because they ensure that the Board has the opportunity to meet the members of the CF directly. During these visits, Town Hall meetings have proven to be an effective approach for exchanging views and experiences. The meetings are usually well attended, with lively dialogue between the Board's Members and the audience.

Another important aspect of the Board's outreach is to maximize the effectiveness of its communications vehicles, including: updating its website with regular postings of case summaries and other related information, brochure mail-outs to key audiences, and contributing articles about the Board to military newsletters. In 2006, articles about the Board were featured in four such newsletters: *The Totem Times*, *Voxair*, *The Aurora* and *The Sword and Scale*.

SECTION II – ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Analysis by Program Activity

Strategic Outcome: The recommendations of the Canadian Forces Grievance Board are implemented in the Canadian Forces and lead to improvements in the conditions of work.

Program Activity: Review of Canadian Forces grievances referred by the Chief of the Defence Staff.

Financial Resources:

(in $000,s)

Planned Spending	Authorities	Actual Spending
$3,344.0	$3,314.5	$2,967.1

Human Resources:

Planned	Actual	Difference
28	25	3

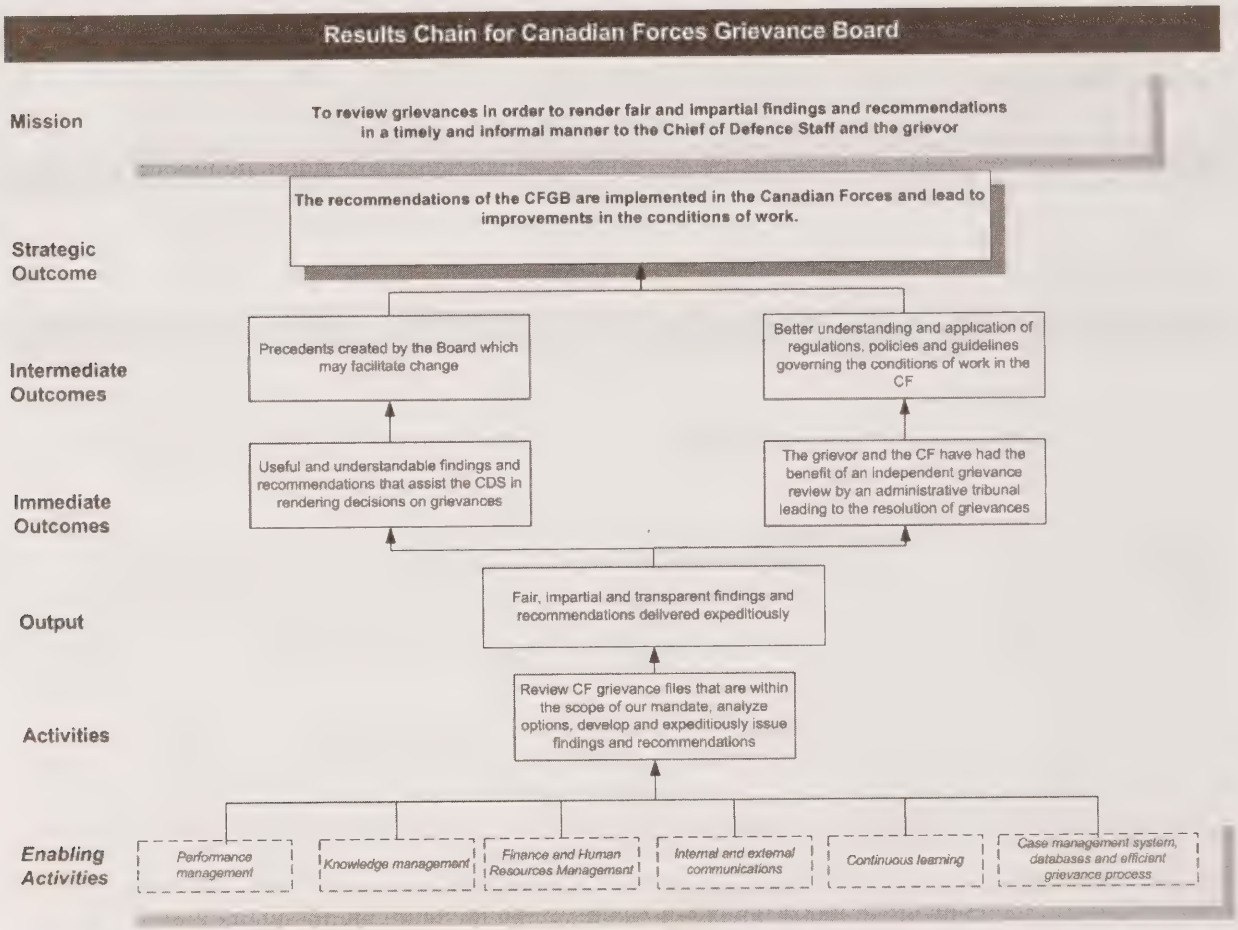
Note: The contribution of Corporate Services to this Program Activity is an actual spending of $2,884.9 and 15 FTE.

The Board conducts objective and transparent reviews of grievances with due respect to fairness and equity for each member of the CF, regardless of rank or position. It ensures that the rights of military personnel are considered fairly throughout the process and is committed that its Board Members act in the best interest of the parties concerned. The findings and recommendations it issues are not only based in law but form precedents which ensure coherence in the interpretation and the application of policies and regulations within the Canadian Forces.

As an institution vested with quasi-judicial powers, the Board must ensure that its recommendations conform to law and in accordance with its enabling statute and the relevant legislation. In particular, the Board members must be conversant with decisions taken by the Canadian courts in the various areas related to the Canadian Forces and that may affect the Board's work or the grievances it has to review. The Board must respect the decisions taken by higher courts regarding grievances by CF members, including the Federal Court, Trial Division. The Board members shall be responsible for knowing, among others regulations: the Queen's Regulations and Orders for the Canadian Forces (QR&O), the Canadian Forces Administrative Orders (CFAOs) and the Treasury Board policies which apply to the grievance in question and which help to support the analysis, and assist in the development of the Board's findings and recommendations.

Expected Results

The Board's Results Chain or Logic Model demonstrates how each of the items contributes to the fulfillment of the Board's mission and the achievement of its strategic outcome.



Logic Model – Immediate outcomes: These are the short-term results of the Board's activities and its output.

Planned immediate outcomes	Performance Indicators
Useful and understandable findings and recommendations that assist the CDS in rendering decisions on grievances.	1. CDS decisions are in support of the Board's recommendations. 2. CDS finds the Board's findings and recommendations (F&R) useful and understandable. 3. Federal Court Judicial Reviews uphold the Board's findings and recommendations.
The grievor and the CF have had the benefit of a grievance review by an independent quasi-judicial tribunal leading to the resolution of grievances.	

Overview of CDS Decisions

CDS Decisions Received in 2006-07

During 2006-07, the Board received CDS decisions on 78 grievances, of which he fully or partially endorsed 89% following the Board's findings and recommendations.

CFGB's Findings and Recommendations (F&Rs)	CDS Decisions Received in 2006-07			
	CDS endorses CFGB's F&Rs	CDS partially endorses CFGB's F&Rs	CDS does not endorse CFGB's F&Rs	Total
To uphold the grievance	9	4	4	**17**
To partially uphold the grievance	5	5	4	**14**
To deny the grievance	43	3		**46**
Grievance withdrawn	1			**1**
Total	**58**	**12**	**8**	**78**

Informal Resolutions and Withdrawals in 2006-07

Ten additional cases reviewed by the Board were resolved by the CF through informal resolution, and five additional ones were withdrawn by the grievor subsequent to the issuance of the Board's findings and recommendations, but prior to the CDS decision.

CFGB's Findings and Recommendations (F&Rs)	Informal Resolutions and Withdrawals in 2006-07 (Subsequent to CFGB's issuing Findings and Recommendations)		
	Informal Resolutions by the CF	Cases withdrawn at the CDS Level	Total
To uphold the grievance	2	3	**5**
To partially uphold the grievance	1	1	**2**
To deny the grievance	7	1	**8**
Total	**10**	**5**	**15**

These informal resolutions came about after the Board had submitted its findings and recommendations to the CDS for a final decision, which in turn may have influenced the move to an informal resolution.

In the other grievance cases, the grievors chose to withdraw their grievances at the CDS level because:

- They declared themselves satisfied with the explanations found in the Board's findings and recommendations, despite the recommendation to deny the grievance;
- Administrative measures were taken, either before or following receipt of the Board's findings and recommendations, that allowed for the grievance to be resolved to the satisfaction of the grievor.

A First Hearing

In December 2006, the Board received the CDS's decision with respect to its findings and recommendations, following its first hearing on a grievance.

The grievance in question related to an investigation and report prepared following a harassment complaint against the grievor. At the hearing, the Board heard testimony from both the grievor and the harassment complaint investigator. The Board concluded that the investigation report contained serious deficiencies in the analysis of the collected evidence and the weight given to certain evidence. Consequently, the Board deemed it unwise to rely on this investigation to justify the imposition of administrative measures. For these reasons, along with the passing of time since the events, the Board concluded that it would be futile to order a new investigation into the harassment allegations.

The Board recommended that the CDS cancel any measures taken as a result of the investigation and remove any references to it from the grievor's personnel files. Finally, besides recommending that the grievor receive an apology, the Board recommended that the CF consider the implementation of a quality control process before acceptance of harassment or other similar investigations that have the potential to cause prejudice to a CF member.

The CDS accepted the Board's findings. He partially agreed with the Board's recommendations, determining, however, that the addition of a further step to control the quality of harassment investigations is not necessary, and that, in any case, it would not eliminate potential errors. He noted that any CF member who believes that he or she has been wronged can make use of the existing grievance process to request a review of an investigation.

The CDS added that it was regrettable the responsible officer in charge had accepted the findings of the investigation report, which found that there was harassment, despite the obvious irregularities. Finally, the CDS concluded that the grievor did not provide any evidence supporting his claim for financial compensation on the basis that his career had suffered as a result of the complaint (this was not an issue before the Board). The CDS also noted that the grievor had been promoted since the allegations had been made against him.

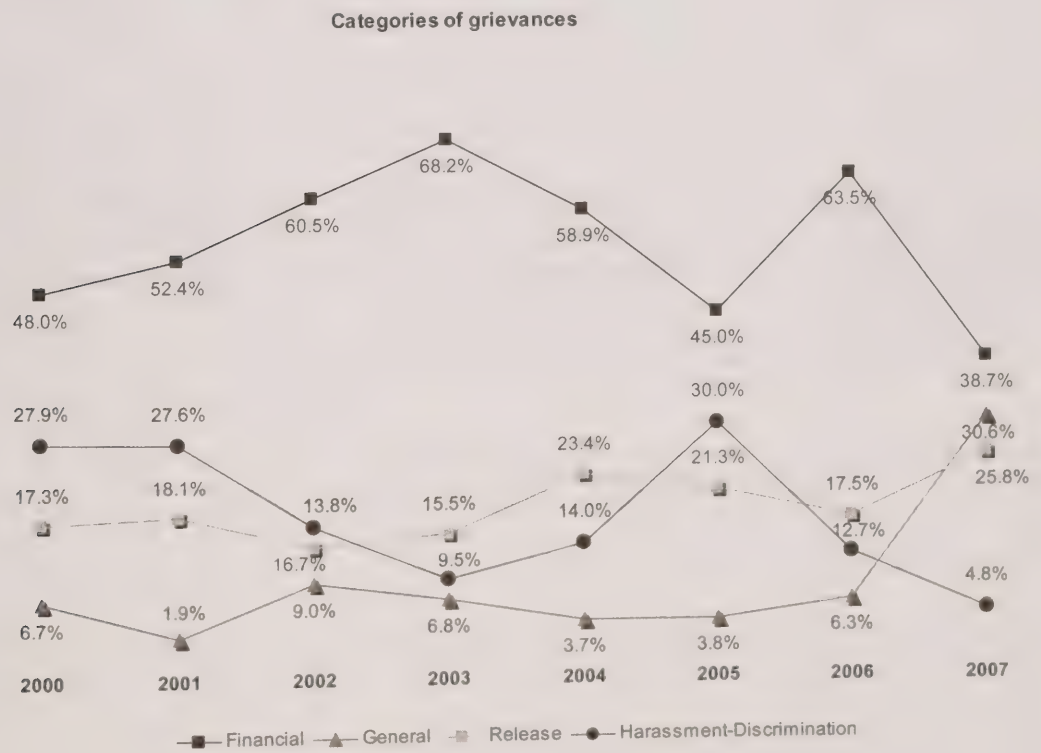
Logic Model – Intermediate Outcomes: These are the longer term results, that flow from the Board's activities, outputs and immediate outcomes, and which will demonstrate progress towards achieving its ultimate result.

Planned intermediate outcomes	Performance Indicators
Precedents created by the Board, which may facilitate change.	CDS decisions to address systemic issues raised by the Board that merit further study for possible policy or regulatory change.
Better understanding and application of regulations, policies and guidelines governing the conditions of work within the CF.	Reduction of grievances of the same nature.

Distribution of Category of Cases by Year Referred

Over the first six years, the percentage of grievances received according to four categories (financial, general, harassment/ discrimination and release) remained relatively consistent. Financial grievances dominated the workload, followed by harassment/discrimination and release cases. In 2007, as part of a pilot project, DGCFGA began to refer discretionary files[1] to test the Board's capacity and capability to review files not ordinarily referred. These files were classified under the general category, thereby causing the increase under that category.

Figure 2



[1] This initiative, which may result in a recommendation for an expansion of the Board's mandate, is ongoing.

An Issue of Claims Authority

An issue that has been identified previously but remains a recurring problem within the current grievance system is that the CDS (the Final Authority), does not have claims adjudication authority. The authority to settle claims against the Crown or to give ex gratia payments to members of the CF has been delegated to the Director Claims and Civil Litigation (DCCL) from the Legal Advisor to the Department of National Defence and the Canadian Forces. Accordingly, in cases where the Board has recommended that grievors receive financial compensation as one of the remedies to the resolution of their grievances, the CDS has been limited to referring the cases to the DCCL for his review and determination of the merit of such compensation. While the Board and the CDS have often shared the view that some grievors had a valid claim or that the circumstances of their cases deserved to be considered for an ex gratia payment, the DCCL may not necessarily agree.

In December 2006, the Board met with the DCCL specifically to discuss the position of his office with respect to the resolution of claims contained in grievance files. The DCCL has informed the Board that in almost all grievances referred to his office, it was felt that administrative payments or other administrative remedies could be made instead of seeking claims adjudication. As such, almost every grievance referred to the DCCL to date by the CDS has been rejected on the premise that the grievance process could sufficiently provide a remedy with respect to wrongdoing, and only a very small percentage of grievances were considered potential claims against the Crown (i.e. damages resulting from tort or negligence). While the Board acknowledges that the CF grievance system provides a broad range of remedies, such as retroactive promotion, the Board is of the view that administrative remedies are not always sufficient. An administrative payment can be made only when there is an entitlement (i.e. under the Compensation and Benefits Instructions). However, for those cases where grievors suffer a wrongdoing for which an entitlement or a change of status cannot be ordered, administrative remedies are of little assistance. For example, the Board has reviewed many harassment grievances where either the complainant or the respondent has suffered serious emotional and career-related damages. In those cases, possible remedies are very limited and while the CF may not be liable for what has happened, in several cases, the Board and the CDS have agreed that there is a moral obligation to compensate these grievors.

Having to wait for the DCCL's review and determination with respect to possible claim settlements or ex gratia payments delays the ultimate outcome of the grievance process. Considering that the CDS is the final authority, the Board strongly believes that he should be given the authority to settle claims and to award ex gratia payments when he determines that the circumstances warrant such payments. This authority was identified as an important tool to a prompt resolution of grievances by Chief Justice Lamer in his National Defence Act Review and Recommendations dated September 2003 (the "Lamer Report"). Justice Lamer had recommended that such authority be obtained; however, it has yet to be implemented.

Case Summaries

The following are summaries of some Board's Findings and Recommendations for which the CDS rendered a decision in 2006-2007. They offer a glimpse of the kinds of grievances referred to the Board. Summaries of other cases where the CDS rendered a decision in 2006-2007 can be found on the Board's Website at www.cfgb-cgfc.gc.ca .

Treasury Board Travel Directives – Meal Allowance

Board Findings and Recommendations

The grievor alleged that a faulty interpretation of the regulations deprived him from receiving the full meal allowance to which he was entitled during Operation BOXTOP 2/01, and that confusing and conflicting information concerning the appropriate meal allowance disadvantaged him financially. As remedy, he requested reimbursement of the difference between the daily rate he received and the Treasury Board (TB) rate for "overseas" travel when residing in government quarters (i.e. 80% of the applicable TB meal allowance). He also requested payment of 6% interest on the amount owing to him, computed from the date of submission of his grievance.

The IA ruled that the grievor was entitled only to reimbursement for his actual meal charges in a military establishment. The IA concluded that the only military establishment in Thule was the Dundas Hall dining facility. The IA therefore denied the grievance because the grievor had already been reimbursed for the cost of his meals at that facility.

The Board found that the grievor was entitled to the actual amounts he was charged for meals in a military establishment, not 80% of the daily meal allowance prescribed by TB for "overseas" travel. The Board found insufficient evidence to conclude that misinformation negatively affected the grievor in this instance.

The Board also found that, in addition to the main dining facility (Dundas Hall), both the Top of the World (TOW) Club and the TOW Dining Hall were considered to be military establishments. As such, the Board found that the grievor was entitled to claim reimbursement for actual meal charges, based on receipts or an itemized list certified by the grievor and not to exceed the daily meal allowance specified by TB. The Board recommended that the CDS partially uphold the grievance, by amending the grievor's travel claim in this respect.

CDS Decision

The CDS agrees with the Board's recommendation to partially uphold the grievance. The CDS notes that there was some ambiguity as to which part of the TB Travel Directive applies to the grievor's situation. For example, Part IV of the TB Travel Directive (Meals, Incidentals, and Other Expenses) provides in part that public employees travelling in Canada and the continental US, who are visiting or residing in government or institutional accommodation, shall be reimbursed actual meal charges up to the appropriate limits based on receipts. However, Part VI of the TB Travel Directive (Overseas Travel), provides in part that public employees travelling outside of Canada and the continental US, who are visiting or residing in government or institutional accommodation in a location for which an authorized meal allowance has been established, shall be reimbursed 80% of that allowance.

In reviewing the grievance, it was found that QR&O 209.30 clearly states that the TB Travel Directive pertaining to travel in the United States applies to personnel who travel outside of Canada. The CDS also finds, in the absence of any further limitations, that CFAO 209-4 expressly limits the amount of meal reimbursement to actual expenses. The CDS is, therefore, satisfied that the grievor should be reimbursed in an amount not to exceed the rate found in Part IV of the TB Travel Directive for actual meal expenditures incurred at an authorized eating establishment.

Although the CDS agrees with the Board's finding that the grievor should be reimbursed his actual meal expenditures at either establishment, he finds that the TOW Club is not a military dining establishment but rather a non-public licensed restaurant operating on a military base. In reviewing the BOXTOP 2/01 Administrative Order, the CDS finds that it expressly authorized personnel to purchase any meal at the Dundas dining facility on a 24-hour basis and that evening meals would be available at the TOW Club. The CDS is satisfied that both facilities were authorized eating establishments for the duration of Op BOXTOP 2/01 and that the grievor was entitled to be reimbursed for his actual meal expenditures incurred at either of these establishments in an amount not to exceed the applicable TB rate for travel in the US. The grievor will be paid the difference between what he received on his original Op BOXTOP 2/01 travel claim and the

amount he actually spent for meals while he was deployed on Op BOXTOP 2/01. Should actual receipts be unavailable to support his claim, the grievor is to provide an itemized list and a supporting statutory declaration of his actual expenditures endorsed by his Op BOXTOP 2/01 aircraft captain (if available) and his present commanding officer.

The review of this grievance by the Board revealed that there were no specific meal arrangements in place at the time of the exercise, thus leading to confusion regarding the application of TB policy. Given the high cost associated with grievance resolution at the CDS level, and the possibility that other members who participated in the same or similar operations might submit grievances pertaining to this issue, the Director General CF Grievance Authority suggested that those claims could be settled in the same fashion. Furthermore, he recommended that the Administrative and/or Operational Instructions/Orders regarding future BOXTOP exercises and/or other out-of country exercises clearly indicate the applicable TB rates for the reimbursements of Meals and Incidentals during Temporary Duty.

Definition of Dependants – Reimbursement of Purchase Costs for Principal Residence

Board Findings and Recommendations

The grievor was living in married quarters (MQ) with his spouse and two special needs children when his mother and step-father both became too ill to continue living on their own. As a result, the grievor's mother and step-father moved into the grievor's MQ. The grievor applied to have his parents listed as his dependants at that time. After his parents lived with him and his family for some months, he purchased a house where he stayed with his parents while his wife stayed with their children in the MQ. The grievor received reimbursement of the purchase costs for the house from the CF. He affirmed that he spent 50% of his time in the house with his parents.

When the grievor was posted, he was told he was not entitled to benefits associated with the sale of the house because it was not his principal residence. The grievor was also told he should not have received reimbursement for purchase costs and the funds he received for the purchase of the house would be recovered. The grievor filed a grievance.

The grievor was supported in his grievance by the chain of command, which agreed that, while outside the norm, the grievor's parents were his dependants and the house he bought was his principal residence.

The IA for the grievance, the Director General Compensation and Benefits (DGCB), found that, for the purposes of relocation, a member cannot have two principal residences and the MQ was his principal residence. The IA noted that the grievor's furniture and effects had last been moved to the MQ at public expense, and that is where his "primary dependants" continued to live. The IA also found that the grievor's parents were not his dependants. As a result, the IA confirmed the recovery of the purchase reimbursement costs and the denial of the sale costs.

The Board found that the regulations relied upon by the IA were misunderstood. In fact, the purchased house did meet the requirements for a principal residence and the grievor's parents also met the criteria for dependants.

The Board recommended that the grievance be upheld.

CDS Decision

The CDS agrees with the Board's findings and recommendation to uphold the grievance. The CDS determined that the grievor's principal residence at the time of his relocation was the home he bought and lived in with his parents and that he was entitled to reimbursement of the fees associated with both the purchase and sale of that residence. The CDS also determined that the grievor's parents were his dependants while they were living with him at his residence. However, they are not entitled to any relocation expenses to Kingston because they did not take up residence with the grievor at the time of his relocation but rather occupied their own residence.

Wrongful Release – Lack of Medical Limitations

Board Findings and Recommendations

The grievor was released from the Canadian Forces on the basis that he suffered from medical limitations that placed him in violation of the universality of service principle (USP). The grievor's chain of command supported his grievance and strongly recommended that the grievor be retained.

No IA decision was issued, and after granting one extension, the grievor requested that the matter be forwarded to the CDS.

The Board found that the grievor's employment limitations did not place him in violation of the USP.

The Board recommended that the CDS arrange for the grievor to be offered the opportunity to re-enrol and that his pay, pension and benefits be adjusted accordingly. The Board also recommended that the matter be referred to the DCCL for consideration of payment of potential damages arising from the release, if any financial entitlement could be dealt with via internal adjustments. As an alternative, the Board recommended that the CDS cancel the release and adjust the grievor's pay, pension and benefits accordingly.

CDS Decision

The CDS agrees with the Board's findings and recommendation to uphold the grievance. The CDS is satisfied that the grievor has been incorrectly released as a result of medical employments limitations that were not evidentiary- based. The grievor should have been allowed to continue his service to his intermediate engagement point. However, the CDS is of the opinion that he did not have the authority to grant the redress seeking compensation for the remainder of the grievor's intermediate engagement. Accordingly, an adjustment of his pension lies within the purview of the DCCL. Therefore, the CDS has referred the grievance to DCCL for consideration, and a copy of the decision has also been sent to the Assistant Deputy Minister (Human Resources) (ADM (HR-Mil)) for his review.

Recruitment Allowance – Negligent Misrepresentation

Board Findings and Recommendations

The grievor argued that he was entitled to a $10,000 recruitment allowance (RA) and a promotion to the rank of acting corporal with a retroactive salary increase, in light of the information he received at the Recruiting Centre. The grievor maintained that his decision to sign a contract with the Forces instead of continuing his career as a civilian was largely based on obtaining the RA and a promotion.

On the basis of the conclusions of the Canadian Forces School of Communications and Electronics (CFSCE), the acting commander of the Canadian Forces Recruiting Group (CFRG), who was the IA in this case, dismissed the grievance. The IA indicated that an analysis of his education and previous experience showed that he was neither qualified for the RA, nor a promotion to the rank of acting corporal.

The Board found that the grievor did not meet the prerequisites for the RA and was not entitled to it under the regulations. The Board also found that the grievor was not entitled to a promotion to the rank of acting corporal. However, the Board did find that the CFRC's representations were inaccurate and that the job offer that appeared on the "Jobboom" Internet site for a position as a computer specialist was misleading, since the required qualifications did not pertain to informatics but to electronics. Nonetheless, the Board found that based on an analysis of the five conditions determined by the Supreme Court in the Cognos Decision, the grievor was the victim of negligent misrepresentation on the part of CF personnel and suffered damages by relying on inaccurate information.

The Board recommended that the CDS allow the grievance in part and refer the matter to the DCCL so that the grievor could obtain financial compensation in the amount of the RA, (i.e. $10,000), as well as financial compensation for the loss of earnings incurred until obtaining his rank of corporal.

CDS Decision

The CDS supports the Board's conclusions and its recommendation that the grievance be partially upheld through referral of the case to the DCCL. The CDS specifies that this does not mean that he supports the grievor's retroactive promotion to the rank of Cpl (i), as the grievor requested, but that consideration should be given to compensation for the financial hardship that resulted from his decision to enrol on the basis of inaccurate statements. The diploma he needed had to correspond in large part with the technical training of the Military Occupation Code—now called MOS ID—military occupational structure identification, that is, "electronics," and not "computer technology," as the information given the grievor and the offer of employment would have had him believe.

Reimbursement of Reservist Relocation Expenses

Board Findings and Recommendations

The grievor was a reservist originally posted in Saskatchewan who voluntarily accepted an attached posting in Ontario. Subsequently, the grievor received numerous posting messages, which indicated that he was being posted to other positions within the same unit in Ontario. After three years in this province, the grievor was again posted to Saskatchewan. However, as the grievor had been posted from Saskatchewan to Ontario, the CF treated the move to Saskatchewan as a return to his former place of residence (FPOR) and not as a posting.

The grievor contended that he was unfairly denied relocation expenses because his move to Saskatchewan had been improperly treated as a return posting. He argued that the applicable regulations for his move were found in the Compensation and Benefit Instruction (CBI) 209.971- CF Integrated Relocation Program (IRP) and not in the applied Travel and Relocation Policy (TR/POL) 009/95. As such, the grievor argued that he was entitled to relocation expenses for his move from Ontario to Saskatchewan and to a commuting allowance. The grievor also requested that he be issued an apology.

As IA, the DGCB took the position that the grievor knew he was being attached posted to Ontario but that he would be returned to his employment unit in Saskatchewan, under TR/POL 009/95.

The IA further argued that the grievor was not eligible for commuting assistance because he chose to live outside the normal commuting distance for his workplace. The IA added that the grievor moved his family for purely personal reasons not service needs, which disqualified him from any assistance. The IA, however, did find that the grievor was entitled to be reimbursed for a house hunting trip and directed the grievor to submit a claim.

The Board found that the grievor was no longer filling a position in Saskatchewan and, therefore, no longer fit the definition of an "attached posting". Therefore, the grievor was not being returned to his FPOR but was being posted into a position.

The Board found that, in 2003, the grievor's place of residence was in Ontario, not Saskatchewan, and that the grievor was moved under the incorrect policy instead of in accordance with CF Integrated Relocation Program (CFIRP).

The Board found that the grievor was not entitled to commuting assistance and that the IA had adequately addressed the issue of the requested apology in his decision.

The Board recommended to the CDS that the grievance be partially upheld.

CDS Decision

The CDS agrees with the Board's recommendation and partially upholds the grievance in that the grievor be reimbursed his expenses for his relocation from Ontario to Saskatchewan, not because it was a "posting" but because the grievor met the criteria contained in CFIRP 2003 Addendum 10 (Primary Reserve Force Relocation - Full-Time Class B and C Employment) for a move from a place of ordinary residence (POR) to an Employment Unit (EU). In addition, the CDS finds that the grievor should have been on duty travel status for his House Hunting Trip (HHT) and decided that the grievor's leave account would be credited with five days annual leave.

The CDS finds that, although reservists had been authorized reimbursement of their relocation expenses under both TR Pol 009/95 and CFIRP when moved from one EU to another, this type of move is not reflected in published CFIRP policy. Accordingly, the CDS requests that the Assistant Deputy Minister (Human Resource - Military) review CFIRP policy regarding reimbursement of Reserve relocation expenses for moves to subsequent EUs.

Attached Posting – Temporary Duty

Board Findings and Recommendations

The grievor, a member of the Supplementary Holding Reserve, was attached posted to a cadet summer training center (CSTC) in 2003. As a result of the attached posting, the grievor did not receive incidental benefits. However, members of the Primary Reserves sent to the same cadet summer camp were placed on Temporary Duty (TD) and did receive such benefits. The grievor felt this practice was unfair, and lodged a grievance.

The IA stated that since the grievor was attached posted, he was not on travel status, and therefore, not entitled to incidental benefits. The IA also noted that the grievor was not ordered to attend the cadet summer camp, and that he was aware of the benefits to which he was entitled when he accepted the position. The IA denied the grievance.

The Board considered precedent cases, and although the Board found that there was no discrimination against the grievor, the practice of affording differential treatment to sub-components of the Reserve Force was inequitable. Furthermore, the Board found that the primary reason for the differential treatment was based solely upon CF budgetary concerns.

The Board recommended that the CDS uphold the grievance.

CDS Decision

The CDS partially agrees with the Board's finding but disagrees with the Board's recommendation to grant the grievance. The CDS agrees that the grievor was attached posted and not on Temporary Duty (TD). The CDS disagrees with the Board's finding that the decision to place the grievor on an attached posting was an improper application of regulations. Therefore, the CDS is satisfied that the grievor was not entitled to incidental expenses, beyond the two prescribed travel days for which he was reimbursed.

However, like the Board, the CDS is concerned that certain policies have resulted in personnel who belong to different sub-components of the Reserve Force being treated differently. The CDS insists that this different treatment is not illegal, unethical or discriminatory, but he acknowledges that the current policy framework, which causes variations in treatment of personnel employed at CSTCs, is a major cause of dissatisfaction and needs to be addressed. As such, the Vice-Chief of the Defence Staff is conducting a review to address the question of differences in employment of Reservists at CSTCs. A working group began deliberations on 20 October 2005 with the direction to examine the applicable policies regarding the use of attached postings and TD.

Medical – CF Spectrum of Care

Board Findings and Recommendations

The grievor's infant son was diagnosed with a form of eye cancer necessitating the removal of an eye. The attending civilian cancer specialist recommended that the grievor undergo genetic testing to determine whether she carried a genetic mutation that would place any future children at 50% risk of retinoblastoma. The specialist also stated that for the test to be carried out on the grievor, they would have to first test the removed eye to determine the specific genetic mutation. The tests were carried out off-base; the grievor acknowledged that she did not seek the required prior approval from CF medical authorities at the time because of the tension and stress she was under due to her son's operation. When the grievor was subsequently refused her request for reimbursement for the costs of the tests, she contended that genetic testing done on her son was an integral part of the genetic testing required for her, and was therefore a covered service under the CF Spectrum of Care.

The Board found that these diagnostic services are covered under the CF Spectrum of Care, that the genetic testing was specifically prescribed for the grievor, and there is no impediment to the retroactive approval for the reimbursement of the genetic testing expenses.

The Board further found that the genetic testing performed meets the criteria for Principle no. 1 (under the Spectrum of Care) and that the funding for this specific genetic testing in Quebec and Alberta, as well as in three other provinces on a case-by-case basis, meets the criteria of Principle no. 5.

The Board also found that the expense claimed was part of a medical testing process for the grievor and, ergo, should be reimbursed.

The Board recommended that the CDS uphold the grievance.

CDS Decision

The CDS agrees with the Board's findings and recommendation to uphold the grievance. The CDS is satisfied that under the circumstances, the testing conducted on the sample from her son's eye was an integral step in the tests mandated for her. The CDS further agrees that the tests were to determine whether the grievor also carried the genetic mutation related to retinoblastoma as it was connected to the purpose of maintaining her health and mental well-being, preventing disease, and/or diagnosing an illness or disease consistent with the CF Spectrum of Care. The fact that the initial results eliminated the need for further testing on the grievor does not alter this and speaks to a prudent diagnostic approach.

Both the grievor and her doctor have acknowledged that they did not obtain the appropriate approval in advance for the testing expenses. The CDS, however, believes that this was an honest mistake and should not bar the grievor's reimbursement for the costs of off-base treatment along with the limited associated interest costs.

Election of Prior Service

Board Findings and Recommendations

Upon transfer from the Reserve Force to the Regular Force in 1986, the grievor was provided with a form entitled "Acknowledgement of Notification of Rights to Elect to Pay for Prior Service under the Canadian Forces Superannuation Act" (CFSA). The grievor signed the form but failed to indicate his prior service. Subsequently in 2001, the grievor elected his prior service (1985–1986) for CFSA purposes but at a much greater rate than had he made the election within one year of transfer to the Regular Force. The grievor submitted that in fact what he was signing had not been explained to him, and that he had signed the form under duress without knowledge of its importance or implications. As redress, the grievor requested that the cost of his election for prior pensionable service be calculated on a non-belated basis.

The DGCB, the IA in the matter, denied redress. The IA explained that, in accordance with the CFSA and, as indicated on the acknowledgement form, elections for prior service must be made within one year of enrolment or transfer to the Regular Force. While failure to do so does not void the member's right to elect at any time while a member of the Regular Force, it does result in a higher cost to the member. The IA concluded that the late election was administered properly and that there were no grounds to revoke it.

The Board found that the failure of the grievor to elect his past service within one year of his transfer to the Regular Force was his responsibility. An examination of the form in question indicated that the title of the document was clear as to its purpose and that the content was in plain language.

The Board recommended to the CDS that the grievance be denied.

CDS Decision

The CDS agrees with the Board's findings and recommendation to deny the grievance. The CDS agrees that the grievor's failure to elect to pay for previous full-time paid service within one year of his transfer to the Regular force was his responsibility.

The CDS is satisfied that the document signed by the grievor clearly stated his obligation and that he was properly advised that failure to elect to pay for previous service within one year of his transfer to the Regular Force might be less favourable, resulting in a higher cost to buy back prior service at a later date. The grievor has been treated fairly and in accordance with the relevant law and policy.

Definition of "Working" – Daycare Assistance

Board Findings and Recommendations

The grievor was posted to the United States and applied for daycare assistance. In his request, the grievor cited Military Foreign Service Instructions (MFSI) Section 11 that provides daycare assistance when the member's spouse is working full-time. The grievor indicated that his spouse was working full-time as a student, and he stated that the Canada Revenue Agency included studying in its definition of the term "working" for income tax purposes.

The IA denied the grievance because the grievor's eligibility for daycare assistance rested to a significant degree upon the interpretation of the word "working," and that the grievor's definition was too broad. According to the IA, the term "working," as per MFSI Section 11, applies solely to the act of earning employment income and cannot be construed to mean full or part-time enrolment in an education program, as specified in the Income Tax Act or otherwise.

In its review of the terminology at issue, the Board found that "working" must be ascribed its ordinary meaning and cannot be expanded to include situations where a spouse is enrolled in an education program.

The Board recommended that the CDS deny the grievance.

CDS Decision

The CDS agrees with the Board's findings and recommendation to deny the grievance. The CDS finds that the intent of the allowances and benefits under the MFSI is to recognize and to facilitate a member's service outside Canada and to ensure that, as much as possible, members are neither better nor worse off than their counterparts serving in Canada.

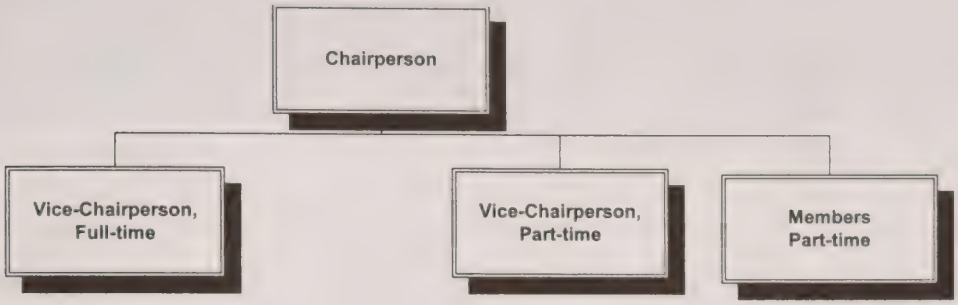
Upon review of the MFSI and the Foreign Service Directives (FSD), the CDS finds that both policies have the same eligibility criteria, which restrict the benefit to single parents or those whose spouse or common-law partner is working while the member is posted outside of Canada. Notwithstanding the finding that the grievor was not entitled to daycare assistance, the CDS notes that the Director General Compensation and Benefits has agreed with the Board's suggestion that the scenario portrayed by this grievance be presented to the National Joint Council (NJC) for consideration when it commences its cyclical review of the federal government's FSDs in the fall of 2006.

The CDS is to forwarding a copy of his decision to the Chief Military Personnel so that the NJC may consider daycare assistance to CF members serving outside of Canada whose spouses are attending school full-time.

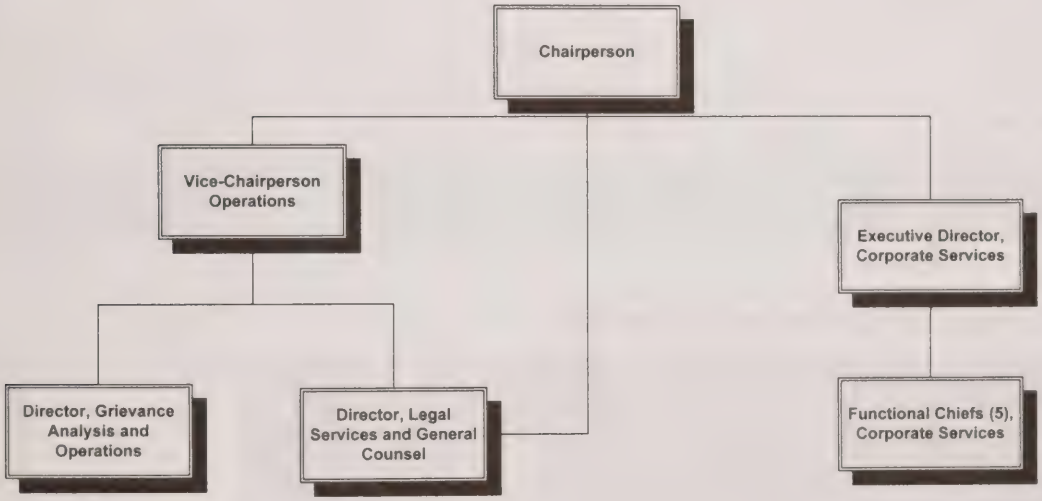
SECTION III – SUPPLEMENTARY INFORMATION

Organizational Information

Board Members



The Management Team



- The Chairperson is ultimately accountable to Parliament for the work carried out by the Members of the Board.
- The Chairperson, the Vice-Chairperson and other Board Members are primarily supported in their work by the Director, Grievance Analysis and Operations.
- Grievance officers review individual grievances and seek legal input and advice when conducting their research.
- In addition to providing legal advice to grievance officers and Members of the Board, legal counsel led by the Director, Legal Services and General Counsel, also provide legal opinions to the Chairperson and the Vice-Chairperson on a wide range of issues.
- The Executive Director is responsible for providing corporate services to support the operations, including strategic business planning and performance reporting, in addition to communications, finance, administration, information technology and human resources services.

Table 1: Comparison of Planned to Actual Spending (including FTEs)

(in $000,s)	2004-05 Actual	2005-06 Actual	2006-07 Main Estimates	2006-07 Planned Spending	2006-07 Total Authorities	2006-07 Actual
Review of Canadian Forces grievances referred by the Chief of Defence Staff	6,784.1	3,370.1	3,344.0	3,344.0	3,314.5	2,967.1
Corporate Services	N/A	2,818.4	3,063.0	3,063.0	3,098.3	2,884.9
Total	**6,784.1**	**6,188.5**	**6,407.0**	**6,407.0**	**6,412.8**	**5,852.0**
Plus: Cost of services received without charge	276.0	276.8	240.0	240.0	240.0	255.9
Total Departmental Spending	**7,060.1**	**6465.3**	**6,647.0**	**6,647.0**	**6,652.8**	**6,107.9**
Full-time Equivalents*	47.0	43.0	46.0	46.0	46.0	40.0

* Includes Members appointed by the Governor in Council.

Table 2: Resources by Program Activity

(in $000,s) 2006-07 Program Activity	Budgetary Operating	Total
Review of Canadian Forces Grievances referred by the Chief of Defence Staff		
Main Estimates	3,344.0	**3,344.0**
Planned Spending	3,344.0	**3,344.0**
Total Authorities	3,314.5	**3,314.5**
Actual Spending	2,967.1	**2,967.1**
Corporate Services		
Main Estimates	3,063.0	**3,063.0**
Planned Spending	3,063.0	**3,063.0**
Total Authorities	3,098.3	**3,098.3**
Actual Spending	2,884.9	**2,884.9**

Table 3: Voted and Statutory Items

(in $000,s)		2006-07			
Vote or Statutory Item	Canadian Forces Grievance Board	Main Estimates	Planned Spending	Total Authorities	Total Actuals
15	Operating expenditures	5,798.0	5,798.0	5,849.0	5,288.2
(S)	Contributions to employee benefit plans	609.0	609.0	563.8	563.8
	Total	**6,407.0**	**6,407.0**	**6,412.8**	**5,852.0**

Table 4: Services Received Without Charge

(in $000,s)	2006-07
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds). Employer's contribution to employees' insured benefits plans and associated expenditures paid by TBS	255.9
Total 2006-07 Services received without charge	**255.9**

Table 5: Financial Statements of the Canadian Forces Grievance Board

Financial statements are prepared in accordance with accrual accounting principles. The unaudited supplementary information presented in the financial tables in the DPR is prepared on a modified cash basis of accounting in order to be consistent with the appropriations-based reporting. Note 3 on page 37 of the Financial statements reconcile these two accounting methods.

Canadian Forces Grievance Board
Comité des griefs des Forces canadiennes

Chairperson
Présidente

60, rue Queen Street, 10th Floor/10e étage
Ottawa, Ontario K1P 5Y7

Canadian Forces Grievance Board
Statement of Management Responsibility

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2007 and all information contained in these statements rests with the management of the Canadian Forces Grievance Board. These financial statements have been prepared by management in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the Canadian Forces Grievance Board's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the Canadian Forces Grievance Board's *Departmental Performance Report* is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act*, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the Canadian Forces Grievance Board.

The financial statements of the Canadian Forces Grievance Board have not been audited.

Diane Laurin, Chairperson

Anne Sinclair, Senior Financial Officer

Ottawa, Canada
July 18, 2007

Canada

Canadian Forces Grievance Board
Statement of Operations (unaudited)
for the year ended March 31

(in dollars)	2007	2006
OPERATING EXPENSES		
Personnel	4,063,355	4,544,018
Other professional services	673,143	739,139
Rental	589,517	581,467
Machinery and Equipment	153,437	110,740
Informatics services	149,254	77,398
Accounting & Legal services	141,934	150,498
Telecommunication services	84,801	91,117
Training and Educational services	79,951	68,887
Travel and Relocation	73,075	124,901
Repairs	40,927	16,862
Materials and Supplies	35,251	59,434
Communication Services	21,738	42,103
Amortization of tangible capital assets	18,440	15,943
Publishing and Printing	7,249	3,222
Postage and Freight	6,741	11,129
Protection Services	5,903	4,006
Interest	71	3,361
Total Expenses	6,144,787	6,644,225
REVENUES		
Revenues	15	90
	15	90
Total Revenues		
Net Costs of Operations	6,144,772	6,644,135

The accompanying notes form an integral part of these financial statements

Canadian Forces Grievance Board
Statement of Financial Position (unaudited)
at March 31

(in dollars)	2007	2006
ASSETS		
Financial assets		
Accounts Receivable and Advances	50,753	6,422
Total financial assets	50,753	6,422
Non-financial assets		
Tangible Capital assets (Note 4)	31,423	31,887
Total non-financial assets	31,423	31,887
TOTAL	**82,176**	**38,309**
LIABILITIES		
Accrued salaries and wages	209,822	181,278
Accounts payable - External parties	212,970	243,075
Accounts payable - Other government departments	61,652	297,449
Vacation pay and compensatory leave	166,089	166,089
Employee severance benefits (Note 5)	691,041	646,788
Equity of Canada	(1,259,398)	(1,496,370)
TOTAL	**82,176**	**38,309**

Contingent liabilities (Note 6)
Contractual obligations (Note 7)

The accompanying notes form an integral part of these financial statements

Canadian Forces Grievance Board
Statement of Equity of Canada (unaudited)
at March 31

(in dollars)	2007	2006
Equity of Canada, beginning of year		
Net cost of operations	(1,496,370)	(1,205,246)
Current year appropriations used (Note 3)	(6,144,772)	(6,644,135)
Change in net position in the Consolidated Revenue Fund (Note 3)	5,852,064	6,188,481
Other professional services	273,750	(112,180)
Services provided without charge by other government departments (Note 8)	(15)	(90)
	255,945	276,800
Equity of Canada	(1,259,398)	(1,496,370)

The accompanying notes form an integral part of these financial statements

Canadian Forces Grievance Board
Statement of Cash Flow (unaudited)
For the Year ended March 31

(in dollars)	2007	2006
Operating Activities		
Net Costs of Operations	6,144,772	6,644,135
Non-Cash items		
Other professional services		
Amortization of tangible capital assets	(18,440)	(15,943)
Services provided without charge by other government departments	(255,945)	(276,800)
Variation in Statement of Financial Position		
Increase or (decrease) in accounts receivable and advances	(463)	(69,079)
Increase or (decrease) in accounts payables and accrued liabilities	193,104	134,508
Increase or (decrease) in receivables	44,794	(340,610)
Cash used by operating activities	6,107,822	6,076,211
Capital Investment Activities		
Acquisitions of capital tangible assets	17,976	
Cash used by capital investments activities	17,976	
Financing Activities		
Net cash provided by government	(6,125,798)	(6,076,211)

The accompanying notes form an integral part of these financial statements

Canadian Forces Grievance Board
Notes to the Financial Statements (unaudited)

1. *Authority and Objectives*

The Canadian Forces Grievance Board (CFGB) is an independent, arms-length organization that was created through amendments to the *National Defence Act* (NDA) approved by Parliament on December 10, 1998. The amendments that were made to the NDA were aimed at modernizing and strengthening the military justice system, making the whole grievance review process simpler and shorter for members of the Canadian Forces. The CFGB's mandate is to review grievances in order to render fair and impartial findings and recommendations in a timely and informal manner to the Chief of Defence Staff and the grievor.

2. *Summary of Significant Accounting Policies*

The financial statements have been prepared in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Significant accounting policies are as follows:

(a) Parliamentary appropriations – the Canadian Forces Grievance Board is financed by the Government of Canada through parliamentary appropriations. Appropriations provided to the CFGB do not parallel financial reporting according to Canadian generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position, are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the bases of reporting.

(b) Net Cash Provided by Government - The department operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the department is deposited to the CRF and all cash disbursements made by the department are paid from the CRF. The net cash provided by government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non respendable revenue recorded by the department. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(d) Revenues:

- Revenues from regulatory fees are recognized in the accounts based on the services provided in the year.
- Funds received from external parties for specified purposes are recorded upon receipt as deferred revenues. These revenues are recognized in the period in which the related expenses are incurred.
- Other revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues.
- Revenues that have been received but not yet earned are recorded as deferred revenues.

(e) Expenses — Expenses are recorded on the accrual basis:

- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment;

- Services provided without charge by other government departments for the employer's contribution to the health and dental insurance plans and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits

i. Pension benefits: Eligible employees participate in the Public Service Pension Plan, a multi-employer plan administered by the Government of Canada. The department's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the plan. Current legislation does not require the department to make contributions for any actuarial deficiencies of the Plan.

ii. Severance Benefits: Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(g) Accounts and loans receivables are stated at amounts expected to be ultimately realized; a provision is made for receivables where recovery is considered uncertain.

(h) Contingent liabilities – Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(i) Tangible capital assets – All tangible assets and leasehold improvements having an initial cost of $10,000 or more are recorded at their acquisition cost. The Board does not capitalize intangibles, works of art and historical treasures that have cultural, aesthetic or historical value, assets located on Indian Reserves and museum collections.

Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the capital asset as follows: Informatics hardware - 3 years.

(j) Measurement uncertainty - The preparation of these financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are contingent liabilities, the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary Appropriations

The Department receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Department has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year appropriations used:

(in dollars)	2007	2006
Net cost of Operations	6,144,772	6,644,135
Adjustments for items affecting net cost of operations but not affecting appropriations		
Add (Less):		
Services provided without charge	(255,945)	(276,800)
Employee severance benefits	(44,253)	(160,080)
Amortization of tangible capital assets	(18,440)	(15,943)
Vacation pay and compensatory leave	-	(15,936)
Other adjustments	(18,972)	(2,142)
Revenues	15	90
Refunds of Prior Years Expenditures	26,911	15,157
	5,834,088	6,188,481
Adjustments for items not affecting net cost of operations but affecting appropriations		
Add (Less):		
Capital Acquisitions of tangible capital assets	17,976	-
Current year appropriations used	5,852,064	6,188,481

(b) Appropriations provided and used

(in dollars)	2007	2006
Vote 15 Operating expenditures	5,849,000	5,963,000
Statutory amounts	563,841	626,036
Less:		
Available for use in future years	-	-
Lapsed appropriations: Operating	(560,777)	(400,555)
Current year appropriation used	5,852,064	6,188,481

(c) Reconciliation of net cash provided by Government to current year appropriations used

(in dollars)	2007	2006
Net cash provided by Government	6,125,798	6,076,211
Revenue not available for spending	15	90
Change in net position in the Consolidated Revenue Fund		
Variation in advances	(129)	69,079
Variation in accounts receivable	(44,202)	340,610
Variation in accounts payable – others	(30,104)	(191,755)
Variation in accounts payable – OGD	(235,797)	(36,141)
Variation in accrued salaries	28,544	(82,628)
Refund of prior year expenditures	26,911	15,157
Other adjustments	(18,972)	(2,142)
	(273,734)	112,180
Current year appropriation used	5,852,064	6,188,481

4. *Tangible Capital Assets*

(in dollars)

	COST			ACCUMULATED AMORTIZATION				
Capital asset class	Opening balance	Acquisitions	Closing balance	Opening balance	Acquisitions	Closing balance	2007 Net book value	2006 Net book value
Machinery and equipment	230,592	17,976	248,568	198,705	18,440	217,145	31,423	31,887

5. *Employee Benefits*

(a) Pension benefits: The Board's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension plans benefits and they are indexed by inflation.

Both the employees and the Board contribute to the cost of the Plan. The 2006-07 expense amounts to $415,551 (2005-06 $463,266), which represents approximately 2.2 times the contributions by employees.

The Board's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits: The Board provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

(in dollars)	2007	2006
Accrued benefit obligation, beginning of year	646,788	486,708
Expenses for the year	44,253	160,080
Accrued benefit obligation, end of year	691,041	646,788

6. *Contingent liabilities*

Claims and litigation

Claims have been made against the Board in the normal course of operations. Legal proceedings for claims totalling approximately $40,000 ($40,000 in 2006) were still pending at March 31, 2007. Some potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the financial statements.

7. *Contractual Obligations*

The nature of the Board's activities can result in some large multi-year contracts and obligations whereby the Board will be obligated to make future payments when the services/goods are received. Significant contractual obligations that can be reasonably estimated are summarized as follows:

(in dollars)	2008
Accommodation	587,613
Total	587,613

8. *Related party transactions*

The Board is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The Board enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the Board received services which were obtained without charge from other Government departments as presented in part (a).

(a) Services provided without charge:

During the year the Board received without charge from other department the employer's contribution to the health and dental insurance plans. These services without charge have been recognized in the Board's Statement of Operations as follows:

(in dollars)	2007	2006
Employers contribution to the health and dental insurance plans	255,945	276,800

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada and audit services provided by the Office of the Auditor General are not included as an expense in the department's Statement of Operations.

Table 6: Travel Policies

Comparison to the Treasury Board Secretariat (TBS) Special Travel Authorities
The Canadian Forces Grievance Board follows the TBS Special Travel Authorities.

Comparison to the Treasury Board Secretariat (TBS) Travel Directive, Rates and Allowances
The Canadian Forces Grievance Board follows the TBS Travel Directive, Rates and Allowances.

SECTION IV – OTHER ITEMS OF INTEREST

Contacts for Further Information

Anne Sinclair
Executive Director
Canadian Forces Grievance Board
Telephone: (613) 996-7027
E-mail: sinclaira@cfgb-cgfc.gc.ca

Canadian Forces Grievance Board
Toll free telephone: 1 877 276-4193
Toll free fax: 1 866 716-6601
Fax: (613) 996-6491
(613) 995-8201
(613) 992-6979

Statutory Annual Reports and Board Reports

Visit the Board's Web site at http://www.cfgb-cgfc.gc.ca/ for more on case summaries, Annual Reports and more about the work of the Board.

Contacts pour informations supplémentaires

Anne Sinclair
Directrice exécutive
Comité des griefs des Forces canadiennes
Téléphone : (613) 996-7027
Courriel : sinclaira@cfgb-cgfc.gc.ca

Comité des griefs des Forces canadiennes
Téléphone sans frais : 1 877 276-4193
Télécopieur sans frais : 1 866 716-6601
Télécopieurs : (613) 996-6491
(613) 995-8201
(613) 992-6979

Rapports annuels prévus par la *Loi* et autres rapports du Comité

Visitez le site Web du Comité au http://www.cfgb-cgfc.gc.ca/ pour plus de sommaires de cas, rapports annuels et tous autres renseignements sur le travail du Comité.

SECTION IV – AUTRES SUJETS D'INTÉRÊT

Tableau 6: Politiques sur les voyages

Comparaison avec les autorisations spéciales de voyager du Secrétariat du Conseil du Trésor (SCT)
Le Comité des griefs des Forces canadiennes se conforme aux autorisations spéciales de voyager du SCT.

Comparaison avec la Directive sur les voyages et les taux et indemnités de voyage du Secrétariat du Conseil du Trésor (SCT)
Le Comité des griefs des Forces canadiennes se conforme à la Directive sur les voyages et les taux et indemnités de voyage du SCT.

Le gouvernement a structuré certaines de ses activités administratives de manière à optimiser l'efficience et l'efficacité de sorte qu'un seul ministère mène sans frais certaines activités au nom de tous. Le coût de ces services, qui comprennent les services de paye et d'émission de chèque offerts par Travaux publics et Services gouvernementaux Canada et les services de vérification offerts par le Bureau du vérificateur général, ne sont pas inclus à titre de charge dans l'état des résultats du Comité.

(b) Indemnités de départ: Le Comité remet des indemnités de départ aux employés en fonction de l'admissibilité, des années de service et du salaire final. Ces indemnités ne sont pas capitalisées d'avance. Les prestations seront prélevées sur les crédits futurs. Voici quelles étaient les indemnités de départ au 31 mars:

(en dollars)	2007	2006
Obligations au titre des prestations constituées, au début de l'exercice	646 788	486 708
Charge pour l'exercice	44 253	160 080
Obligations au titre des prestations constituées, fin de l'exercice	691 041	646 788

6. *Passif éventuel*

Réclamations et litiges

Des réclamations ont été faites auprès du Comité dans le cours normal de ses activités. Des poursuites pour les réclamations totalisant environ 40 000$ (40 000$ en 2006) étaient toujours en instance au 31 mars 2007. Certaines obligations éventuelles pourraient devenir des obligations réelles selon que certains évènements futurs se produisent ou non. Dans la mesure où l'évènement futur risque de se produire ou de ne pas se produire et si l'on peut établir une estimation raisonnable de la perte, on comptabilise un passif estimatif et une charge dans les états financiers.

7. *Obligations Contractuelles*

De par leur nature, les activités du Comité peuvent donner lieu à des contrats et des obligations en vertu desquels le Comité sera tenu d'effectuer des paiements échelonnés sur plusieurs années pour l'acquisition de biens ou services. Voici la principale obligation contractuelle pour laquelle une estimation raisonnable peut être faite:

(en dollars)	2008
Accommodation	587 613
Total	587 613

8. *Opérations entre apparentés*

En vertu du principe de propriété commune, le Comité est apparenté à tous les ministères, organismes et sociétés d'État du gouvernement du Canada. Le Comité conclut des transactions avec ces entités dans le cours normal des affaires et selon des modalités commerciales normales. De plus, au cours de l'exercice, le Comité reçoit gratuitement des services d'autres ministères, comme il est indiqué à la partie a).

a) Services fournis gratuitement:

Au cours de l'exercice, le Comité reçoit gratuitement des services d'autres ministères (cotisations de l'employeur au régime de soins de santé et au régime de soins dentaires). Ces services gratuits ont été constaté comme suit dans l'état des résultats du Comité:

(en dollars)	2007	2006
Cotisation de l'employeur au régime de soins de santés et au régime de soins dentaires	255 945	276 800

(c) Rapprochement de l'encaisse nette fournie par le gouvernement et des crédits de l'exercice en cours utilisés

(en dollars)	2007	2006
Encaisse nette fournie par le gouvernement	6 125 798	6 076 211
Revenu non disponible pour dépenser	15	90
Variation de la situation nette du Trésor		
Variation des avances	(129)	69 079
Variation des débiteurs	(44 202)	340 610
Variation des créditeurs - autres	(30 104)	(191 755)
Variation des créditeurs - AMG	(235 797)	(36 141)
Variation des salaires courus	28 544	(82 628)
Remboursement des dépenses d'années précédentes	26 911	15 157
Autres ajustements	(18 972)	(2 142)
	(273 734)	112 180
Crédits de l'exercice en cours utilisés	5 852 064	6 188 481

4. *Immobilisation incorporelles*

(en dollars)

	COÛT			AMORTISSEMENT CUMULÉ				
Catégorie d'immobilisation	Solde d'ouverture	Acquisitions	Solde de clôture	Solde d'ouverture	Acquisitions	Solde de clôture	2007 Valeur comptable nette	2006 Valeur comptable nette
Machines et matériel	230 592	17 976	248 568	198 705	18 440	217 145	31 423	31 887

5. *Avantages sociaux*

(a) Prestation de pension: Les employés du Comité participent au Régime de pension de la fonction publique, qui est parrainé et administré par le gouvernement du Canada. Les prestations de pension s'accumulent sur une période maximale de 35 ans au taux de 2% par année de service donnant droit à pension multiplié par la moyenne des gains des cinq meilleures années consécutives. Les prestations sont intégrées aux prestations du Régime de pensions du Canada et du Régime de rentes du Québec et sont indexées sur l'inflation.

Tant les employés que le Comité versent des cotisations couvrant le coût du régime. En 2006-2007 les charges s'élèvent à 415 551$ (463 266$ en 2005-2006), soit environ 2.2 fois les cotisations des employés.

La responsabilité du Comité relative au régime de pension se limite à verser des cotisations. Les excédents ou les déficits actuariels sont constatés dans les états financiers du gouvernement du Canada, en sa qualité de répondant du régime.

examinées périodiquement et, à mesure que les rajustements deviennent nécessaires, ils sont constatés dans les états financiers de l'exercice où ils sont connus.

3. *Crédits parlementaires*

Le Comité reçoit son financement au moyen de crédits parlementaires annuels. Les éléments comptabilisés dans l'état des résultats et l'état de la situation financière d'un exercice peuvent être financés au moyen de crédits parlementaires qui ont été autorisés dans des exercices précédents, pendant l'exercice en cours ou qui le seront dans les exercices futurs. En conséquence, les résultats nets des opérations du ministère diffèrent selon qu'ils sont présentés selon leur financement octroyé par le gouvernement ou selon la méthode de la comptabilité d'exercice. Les différences sont rapprochées dans les tableaux suivants:

(a) Rapprochement du coût de fonctionnement net et des crédits parlementaires de l'exercice en cours

(en dollars)	**2007**	**2006**
Coût nets des opérations	6 144 772	6 644 135
Rajustements pour les postes ayant une incidence sur le coût de fonctionnement net, mais qui n'ont pas d'incidence sur les crédits :		
Ajouter (déduire):		
Services fournis gratuitement	(255 945)	(276 800)
Indemnités de départs	(44 253)	(160,080)
Amortissement des immobilisations corporelles	(18 440)	(15 943)
Indemnités de vacance et congé compensatoire	-	(15 936)
Autres	(18 972)	(2 142)
Revenus	15	90
Remboursement des dépenses d'années précédentes	26 911	15 157
	5 834 088	6 188 481
Rajustement pour les postes sans incidence sur le coût de fonctionnement net, mais ayant une incidence sur les crédits		
Ajouter (déduire):		
Achat d'immobilisations corporelles	17 976	-
Crédits de l'exercice en cours utilisés	5 852 064	6 188 481

(b) Crédits fournis et utilisés

(en dollars)	**2007**	**2006**
Crédit 15 - Dépenses de fonctionnement	5 849 000	5 963 000
Montants législatifs	563 841	626 036
Moins:		
Crédits disponibles pour emploi dans les exercices ultérieurs	-	-
Crédits annulés: fonctionnement	(560 777)	(400 555)
Crédits de l'exercice en cours utilisés	5 852 064	6 188 481

(e) Charges – les charges sont comptabilisées selon la méthode de la comptabilité d'exercice:

- Les indemnités de congés annuels et compensatoires sont passées en charges au fur et à mesure que les employés en acquièrent le droit en vertu de leurs conditions d'emploi respectives.

- Les services fournis gratuitement par d'autres ministères pour les cotisations de l'employeur aux régimes de soins de santé et de soins dentaires et les services juridiques sont comptabilisés à titre de charges d'exploitation à leur coût estimatif.

(f) Avantages sociaux futurs

i. Prestation de retraite: Les employés admissibles participent au Régime de pension de la fonction publique, un régime inter-employeurs administré par le gouvernement du Canada. Les cotisations du Comité au Régime sont passées en charges dans l'exercice au cours duquel elles sont engagées et elles représentent l'obligation totale du Comité découlant du régime. En vertu des dispositions législatives en vigueur, le Comité n'est pas tenu de verser des cotisations au titre de l'insuffisance actuarielle du régime.

ii. Indemnités de départ: Les employés ont droit à des indemnités de départ, prévues dans leurs conventions collectives ou les conditions d'emploi. Le coût des indemnités s'accumule à mesure que les employés effectuent les services nécessaires pour les gagner. Le coût des avantages sociaux gagnés par les employés est calculé à l'aide de l'information provenant des résultats du passif déterminé sur une base actuarielle pour les prestations de départ pour l'ensemble du gouvernement.

(g) Les débiteurs et les prêts sont comptabilisés en fonction des montants que l'on prévoit réaliser. Des provisions sont établies pour les débiteurs dont le recouvrement est incertain.

(h) Passif éventuel - Le passif éventuel représente des obligations possibles qui peuvent devenir des obligations réelles selon que certains évènements futurs se produisent ou non. Dans la mesure ou l'événement futur risque de se produire ou de ne pas se produire et si l'on peut établir une estimation raisonnable de la perte, on comptabilise un passif et une charge consignée. Si la probabilité ne peut être déterminée ou s'il est impossible de faire une estimation raisonnable du montant, l'éventualité est indiquée dans les notes afférentes aux états financiers.

(i) Immobilisations corporelles - Toutes les immobilisations corporelles et les améliorations locatives dont le coût initial est d'au moins 10 000$ sont comptabilisées à leur coût d'achat. Le Comité n'inscrit pas à l'actif les biens incorporels, les œuvres d'art et les trésors historiques ayant une valeur culturelle, esthétique ou historique, les biens situés dans des réserves indiennes et les collections dans les musées.

Les immobilisations sont amorties selon la méthode linéaire sur la durée de vie utile estimative de l'immobilisation, comme suit: Matériel Informatique - 3 ans.

(j) Incertitude relative à la mesure - La préparation de ces états financiers conformément aux conventions comptables du Conseil du Trésor du Canada, qui sont conformes aux principes comptables généralement reconnus au Canada pour le secteur public, exige de la direction qu'elle fasse des estimations et pose des hypothèses qui influent sur les montants déclarés des actifs, des passifs, des revenus et des charges présentés dans les états financiers. Lorsque la direction prépare ses états, elle croit que les estimations et les hypothèses sont raisonnables. Les principaux éléments pour lesquels des estimations sont faites sont le passif éventuel, le passif pour les indemnités de départ et la durée de vie utile des immobilisations corporelles. Les résultats réels pourraient différer des estimations de manière significative. Les estimations de la direction sont

Comité des griefs des Forces canadiennes
Notes complémentaires aux états financiers (non vérifiés)

1. *Mandats et objectifs*

Le Comité des griefs des Forces canadiennes (CGFC) est une entité externe et indépendante qui a été créée à partir d'amendements à la Loi sur la défense nationale (LDN) approuvés par le Parlement le 10 décembre 1998. Les changements apportés à la LDN visaient à moderniser et à renforcir le système de justice militaire, en simplifiant le processus de traitement des griefs pour les membres des Forces Canadiennes. Le Comité a pour mandat d'effectuer l'examen des griefs afin de rendre des conclusions et recommandations impartiales et équitables avec célérité et sans formalisme au Chef d'état major de la Défense et au plaignant.

2. *Sommaire des principales conventions comptables*

Ces états financiers ont été préparés conformément aux conventions comptables du Conseil du Trésor, qui sont conformes aux principes comptables généralement reconnus au Canada pour le secteur public.

Les principales conventions comptables sont les suivantes:

(a) Crédits parlementaires – le Comité des griefs des Forces canadiennes (CGFC) est financé par le gouvernement du Canada au moyen de crédits parlementaires. Les crédits consentis au Comité ne correspondent pas à la présentation des rapports financiers en conformité avec les principes comptables canadiens généralement reconnus étant donné que les crédits sont fondés, dans une large mesure, sur les besoins de trésorerie. Par conséquent, les postes comptabilisés dans l'état des résultats et dans l'état de la situation financière ne sont pas nécessairement les mêmes que ceux prévus par les crédits parlementaires. La note 3 présente un rapprochement général entre les deux méthodes de rapports financiers.

(b) Encaisse nette fournie par le gouvernement - Le Comité fonctionne au moyen du Trésor qui est administré par le receveur général du Canada. La totalité de l'encaisse reçue par le Comité est déposée au Trésor, et tous les décaissements faits par le Comité sont prélevés sur le Trésor. L'encaisse nette fournie par le gouvernement est la différence entre toutes les rentrées de fonds et les sorties de fonds, y compris les opérations entre les ministères au sein du gouvernement.

(c) La variation de la situation nette du Trésor correspond à la différence entre l'encaisse nette fournie par le gouvernement et les crédits utilisés au cours d'un exercice, à l'exclusion du montant des revenus non disponibles comptabilisés par le Comité. Il découle d'écarts temporaires entre le moment où une opération touche un crédit et le moment où elle est traitée par le Trésor.

(d) Revenus :

- Les revenus provenant de droits réglementaires sont constatés dans les comptes en fonction des services fournis au cours de l'exercice.
- Les fonds reçus de tiers de l'extérieur à des fins précises sont comptabilisés à leur réception à titre de revenus reportés. Ils sont constatés dans l'exercice au cours duquel les charges connexes sont engagées.
- Les autres revenus sont comptabilisés dans l'exercice où les opérations ou les faits sous-jacents surviennent.
- Les revenus déjà encaissés mais non gagnés sont présentés à titre de revenus reportés.

Comité des griefs des Forces Canadiennes
État des flux de trésorerie (non vérifié)
pour l'exercice clos le 31 mars

(en dollars)	2007	2006
Activités de fonctionnement		
Coût fonctionnement net	6 144 772	6 644 135
Éléments n'affectant pas l'encaisse		
Amortissements des immobilisations corporelles	(18 440)	(15 943)
Services fournis gratuitement par d'autres ministères	(255 945)	(276 800)
Variation de l'état de la situation financière		
Augmentation ou (diminution) des débiteurs et avances	(463)	(69 079)
Augmentation ou (diminution) du passif	193 104	134 508
Augmentation ou (diminution) sommes à recevoir	44 794	(340 610)
Encaisse utilisée pour les activités de fonctionnement	6 107 822	6 076 211
Activités d'investissement en immobilisations		
Acquisition d'immobilisations corporelles	17 976	
Encaisse utilisée par les activités d'investissement en immobilisations	17 976	
Activités de financement		
Encaissement nette fournie par le gouvernement du Canada	(6 125 798)	(6 076 211)

Les notes complémentaires font partie intégrante des états financiers.

Comité des griefs des Forces Canadiennes
État de l'Équité du Canada (non vérifié)
Au 31 mars

(en dollars)	2007	2006
Équité du Canada, début de l'exercice		
Coût de fonctionnement net	(1 496 370)	(1 205 246)
Crédits de l'exercice utilisés (Note 3)	(6 144 772)	(6 644 135)
Changement de la situation nette du Trésor (Note 3)	5 852 064	6 188 481
Revenus non disponible pour dépenser	273 750	(112 180)
Services fournis gratuitement par d'autres ministères (Note 8)	(15)	(90)
	255 945	276 800
Équité du Canada	(1 259 398)	(1 496 370)

Les notes complémentaires font partie intégrante des états financiers.

Comité des griefs des Forces Canadiennes
État de la situation financière (non vérifié)
Au 31 mars

(en dollars)	2007	2006
ACTIF		
Actif Financier		
Débiteurs et avances	50 753	6 422
Total des actifs financiers	50 753	6 422
Actif non financier		
Immobilisations corporelles (Note 4)	31 423	31 887
Total de l'actif non financier	31 423	31 887
TOTAL	**82 176**	**38 309**
PASSIF		
Traitements et salaires courus	209 822	181 278
Créditeurs - Autres	212 970	243 075
Créditeurs - Autres Ministères du gouvernement	61 652	297 449
Provision pour congés annuels	166 089	166 089
Indemnités de départ pour employés (Note 5)	691 041	646 788
Équité du Canada	(1 259 398)	(1 496 370)
TOTAL	**82 176**	**38 309**

Passif éventuel (Note 6)
Obligations contractuelles (Note 7)

Les notes complémentaires font partie intégrante des états financiers.

Comité des griefs des Forces canadiennes
État des résultats (non vérifié)
pour l'exercice clos le 31 mars

(en dollars)	2007	2006
CHARGES D'EXPLOITATION		
Personnel	4 063 355	4 544 018
Autre services professionnel	673 143	739 139
Location	589 517	581 467
Machinerie et équipement	153 437	110 740
Services informatique	149 254	77 398
Services de Comptabilité et Juridiques	141 934	150 498
Services de télécommunication	84 801	91 117
Services de formation	79 951	68 887
Voyage et réinstallation	73 075	124 901
Réparation et entretien	40 927	16 862
Fournitures et approvisionnements	35 251	59 434
Services de communication	21 738	42 103
Amortissement des immobilisations corporelles	18 440	15 943
Publication	7 249	3 222
Affranchissement	6 741	11 129
Services de protection	5 903	4 006
Intérêts	71	3 361
Total des charges	6 144 787	6 644 225
REVENUS		
Revenus divers	15	90
	15	90
Total des revenus		
Coût nets des opérations	6 144 772	6 644 135

Les notes complémentaires font partie intégrante des états financiers.

Canadian Forces Grievance Board
Comité des griefs des Forces canadiennes

Chairperson
Présidente

60, rue Queen Street, 10th Floor/10e étage
Ottawa, Ontario K1P 5Y7

Comité des griefs des Forces canadiennes
Déclaration de responsabilité de la direction

La responsabilité de l'intégrité et de l'objectivité des états financiers ci-joints pour l'exercice clos le 31 mars 2007 et toute l'information figurant dans ces états incombe à la direction du Comité des griefs des Forces canadiennes. Ces états financiers ont été préparés par la direction conformément aux conventions comptables du Conseil du Trésor, qui sont conformes aux principes comptables généralement reconnus du Canada pour le secteur public.

La direction est responsable de l'intégrité et de l'objectivité de l'information présentée dans les états financiers. Certaines informations présentées dans les états financiers sont fondées sur les meilleures estimations et le jugement de la direction et tiennent compte de l'importance relative. Pour s'acquitter de ses obligations au chapitre de la comptabilité et de la présentation des rapports, la direction tient des comptes qui permettent l'enregistrement centralisé des opérations financières du Comité des griefs des Forces canadiennes. L'information financière soumise pour la préparation des *Comptes publics du Canada* et incluse dans le *Rapport ministériel sur le rendement* du Comité des griefs des Forces canadiennes concorde avec les états financiers ci-joints.

La direction possède un système de gestion financière et de contrôle interne conçu pour fournir une assurance raisonnable que l'information financière est fiable, que les actifs sont protégés et que les opérations sont conformes à la *Loi sur la gestion des finances publiques*, qu'elles sont exécutées en conformité avec les règlements, qu'elles respectent les autorisations du Parlement et qu'elles sont comptabilisées de manières à rendre compte de l'utilisation des fonds du gouvernement. La direction veille également à l'objectivité et à l'intégrité des données de ses états financiers par la sélection appropriée des responsabilités et par des programmes de communication visant à assurer la compréhension des règlements, des politiques, des normes et des responsabilités de gestion dans tout le Comité des griefs des Forces canadiennes.

Les états financiers du Comité des griefs des Forces canadiennes n'ont pas fait l'objet d'une vérification.

Diane Laurin, Présidente

Anne Sinclair, Agent financier supérieur

Ottawa, Canada
Le 18 juillet 2007

Canada

Tableau 3: Postes votés et législatifs

(en '000$)		2006-2007			
Poste voté ou législatif	Comité des griefs des Forces canadiennes	Budget principal	Dépenses prévues	Total des autorisations	Dépenses réelles
15	Dépenses de fonctionnement	5 798,0	5 798,0	5 849,0	5 288,2
(S)	Contributions aux avantages sociaux des employés	609,0	609,0	563,8	563,8
	Total	**6 407,0**	**6 407,0**	**6 412,8**	**5 852,0**

Tableau 4: Services reçus à titre gracieux

(en '000$)	2006-2007
Contributions de l'employeur aux primes du régime d'assurance des employés et dépenses payées par le Secrétariat du Conseil du Trésor du Canada (à l'exception des fonds renouvelables)	255,9
Total des services reçus à titre gracieux en 2006-2007	**255,9**

Tableau 5: États financiers du Comité des griefs des Forces canadiennes

Les états financiers sont préparés conformément aux principes comptables de la comptabilité d'exercice. Les renseignements supplémentaires non vérifiés présentés dans les tableaux financiers du RMR sont préparés selon la comptabilité de caisse modifiée et les états financiers rapprochant ces deux méthodes comptables. La Note 3 à la page 37 des états financiers rapproche ces deux méthodes comptables.

Tableau 1: Comparaison des dépenses prévues aux dépenses réelles (équivalents temps plein compris)

(en '000$)	2004-2005 Dépenses réelles	2005-2006 Dépenses réelles	2006-2007 Budget principal	2006-2007 Dépenses prévues	2006-2007 Total des autorisations	2006-2007 Dépenses réelles
L'examen des griefs des membres des Forces canadiennes référés par le Chef d'état-major de la Défense.	6 784,1	3 370,1	3 344,0	3 344,0	3 314,5	2 967,1
Services intégrés	N/A	2 818,4	3 063,0	3 063,0	3 098,3	2 884,9
Total	**6 784,1**	**6 188,5**	**6 407,0**	**6 407,0**	**6 412,8**	**5 852,0**
Plus : coût des services reçus à titre gracieux	276,0	276,8	240,0	240,0	240,0	255,9
Total des dépenses ministérielles	**7 060,1**	**6 465,3**	**6 647,0**	**6 647,0**	**6 652,8**	**6 107,9**
Équivalents temps plein*	47,0	43,0	46,0	46,0	46,0	40,0

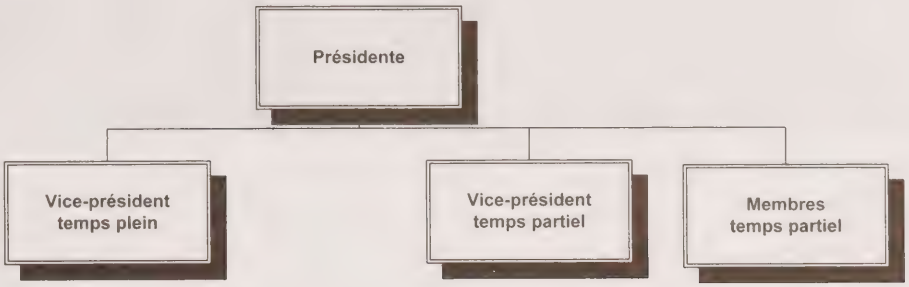
* Inclut les membres nommés par le gouverneur en conseil

Tableau 2: Ressources par secteur d'activité

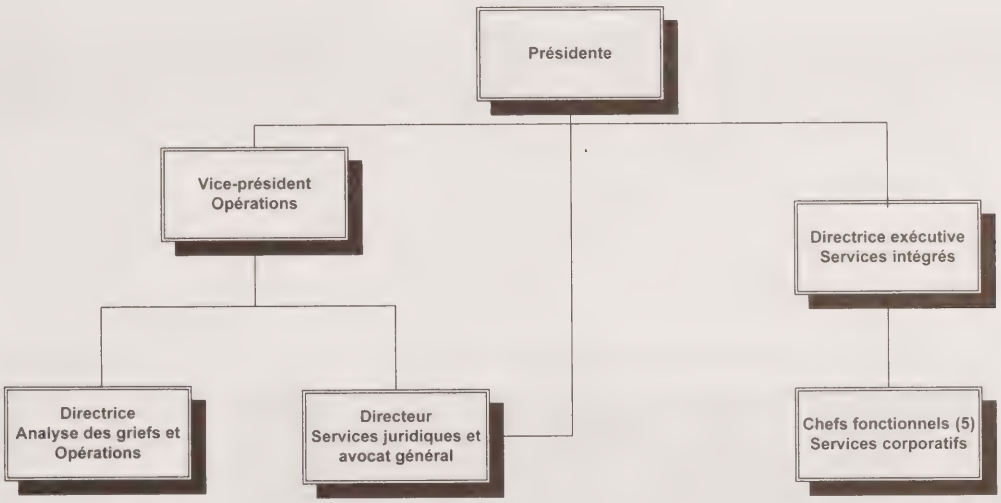
(en '000$)	2006-2007	
Activité de programme	Budgétaire Fonctionnement	Total
L'examen des griefs des membres des Forces canadiennes référés par le Chef d'état-major de la Défense.		
Budget principal	3 344,0	**3 344,0**
Dépenses prévues	3 344,0	**3 344,0**
Total des autorisations	3 314,5	**3 314,5**
Dépenses réelles	2 967,1	**2 967,1**
Services intégrés		
Budget principal	3 063,0	**3 063,0**
Dépenses prévues	3 063,0	**3 063,0**
Total des autorisations	3 098,3	**3 098,3**
Dépenses réelles	2 884,9	**2 884,9**

Renseignements sur l'organisation

Membres du Comité



L'équipe de direction



- La présidente est responsable en dernier ressort devant le Parlement du travail exécuté par les membres du Comité.
- La présidente, le vice-président et les autres membres du Comité sont principalement appuyés dans l'exercice de leurs fonctions par la directrice de l'analyse des griefs et des opérations.
- Les agents de griefs examinent chaque grief et demandent des avis juridiques lorsqu'ils effectuent leurs recherches.
- En plus de donner des avis juridiques aux agents de griefs et aux membres du Comité relativement à des dossiers de griefs, l'équipe de juristes, dirigée par le directeur des services juridiques et avocat général, donne également des avis juridiques à la présidente et au vice-président sur une vaste gamme de questions.
- La directrice exécutive est chargée de fournir des Services intégrés à l'appui des opérations, y compris les plans d'affaires stratégiques et rapports de rendement, en plus des services en matière de communications, de finances, d'administration, de technologie de l'information et de ressources humaines.

SECTION III – RENSEIGNEMENTS SUPPLÉMENTAIRES

membre de la Force régulière, cette façon de faire entraîne des coûts plus élevés pour le militaire. L'AI a conclu que le choix tardif a été bien administré et qu'il n'existait pas de motifs pour le révoquer.

Le Comité a conclu que le défaut du plaignant de choisir son service antérieur dans l'année ayant suivi sa mutation dans la Force régulière était sa responsabilité. Un examen du formulaire en question a révélé que le titre du document était clair quant à son objet et que le contenu était rédigé en langage clair et simple.

Le Comité a recommandé au CEMD de rejeter le grief.

Décision du CEMD

Le CEMD appuie les conclusions et la recommandation du Comité de rejeter le grief. Le CEMD convient que le fait que le plaignant n'ait pas choisi de payer ses périodes antérieures de service à plein temps dans l'année suivant son transfert à la Force régulière était sa responsabilité.

Le CEMD estime que le document signé par le plaignant indique clairement son obligation. Le CEMD constate également que le plaignant a été informé que choisir de ne pas payer pour des périodes antérieures de service dans l'année suivant son transfert à la Force régulière pourrait être moins favorable puisque le coût de rachat de périodes antérieures de service serait plus élevé à une date ultérieure. Le plaignant a été traité justement, selon les lois et les politiques pertinentes.

Définition du terme « travail » – Aide aux frais de garde d'enfants

Conclusions et recommandations du Comité

Le plaignant a été affecté aux États-Unis et il a demandé l'aide aux frais de garde d'enfants. Dans sa demande, le plaignant a mentionné que l'article 11 des Directives sur le service militaire à l'étranger (DSME) prévoyait l'aide aux frais de garde d'enfants dans les cas où l'époux(se) du militaire travaille à temps plein. Le plaignant a soutenu que son épouse travaillait à temps plein à titre d'étudiante et a fait valoir que l'Agence de revenu du Canada incluait les études dans sa définition du terme « travail » aux fins de l'impôt sur le revenu.

L'AI a rejeté le grief parce que l'admissibilité du plaignant à l'aide aux frais de garde d'enfants reposait largement sur l'interprétation du mot « travail » et que la définition qu'il donnait était trop large et ne pouvait être justifiée. D'après l'AI, le terme « travail », dans le cas de l'article 11 des DSME, s'applique seulement à des activités visant à gagner un revenu d'emploi. Le terme ne peut être interprété pour inclure l'inscription à temps plein ou à temps partiel à un programme d'études tel que précisé dans la *Loi de l'impôt sur le revenu* ou autre.

Dans son étude de la terminologie en litige, le Comité a conclu que le mot « travail » devait être interprété dans son sens usuel et ne s'applique pas au cas d'un époux ou une épouse qui est inscrit(e) à un programme d'études.

Le Comité a recommandé que le CEMD rejette le grief.

Décision du CEMD

Le CEMD appuie les conclusions et la recommandation du Comité de rejeter le grief. Il conclut que la raison d'être des indemnités et avantages sociaux dans le cadre des DSME est de reconnaître et de faciliter le service des militaires à l'extérieur du Canada et d'assurer que ces militaires, dans la mesure du possible, ne soient ni désavantagés, ni avantagés en comparaison avec leurs homologues en service au Canada.

Après avoir examiné les DSME et les Directives de service extérieur (DSE), le CEMD conclut que ces deux politiques ont les mêmes critères d'admissibilité, lesquels restreignent le versement de l'indemnité aux parents seuls ou aux militaires dont l'époux ou le conjoint de fait travaille pendant que le militaire est affecté à l'extérieur du Canada. Même si le CEMD a conclu que le plaignant n'avait pas droit à l'indemnité de frais de garderie, il signale que le Directeur général – Rémunération et avantages sociaux a accepté la suggestion du Comité de présenter le scénario décrit dans le grief au Conseil national mixte (CNM), qui effectuera son examen périodique des DSE du gouvernement fédéral à l'automne 2006.

Le CEMD acheminera une copie de sa décision au Chef du personnel militaire afin que le CNM examine la possibilité d'élargir l'indemnité des services de garderie aux militaires des FC en service à l'extérieur du Canada dont les conjoints poursuivent des études à temps plein.

Médical – Gamme de soins offerts par les FC

Conclusions et recommandations du Comité

L'enfant en bas âge de la plaignante a subi l'ablation d'un œil suite à un diagnostic de cancer. L'oncologue civil traitant a recommandé que la plaignante subisse un test afin de déterminer si elle était porteuse d'une mutation génétique qui placerait tout autre enfant qu'elle aurait à risque d'être atteint du rétinoblastome dans une proportion de 50 p. 100. L'oncologue a également précisé qu'avant de tester la plaignante, il fallait d'abord déterminer le type de mutation génétique en faisant des tests sur l'œil amputé. Les tests ont été effectués à l'extérieur de la base. La plaignante a reconnu qu'elle n'avait pas demandé l'approbation des autorités médicales des Forces canadiennes à ce moment en raison de la tension et du stress qu'elle vivait à la suite de l'opération de son fils. La plaignante a affirmé que, puisque le test génétique subi par son enfant constituait une partie intégrante du test génétique auquel elle devait se soumettre, ce test était couvert par la Gamme des soins des FC.

Le Comité a conclu que les services de diagnostic sont couverts par la Gamme des soins des FC, que le test génétique avait été précisément prescrit pour la plaignante et que rien ne faisait obstacle à l'approbation rétroactive du remboursement des dépenses liées au test génétique.

De plus, le Comité a conclu que le test génétique effectué répond aux critères du Principe no 1 de la Gamme des soins et que le financement de ce genre de test génétique par le Québec et l'Alberta, ainsi que par trois autres provinces (sur une base de cas par cas) répond aux critères du Principe no 5.

Le Comité a également reconnu que la dépense réclamée faisait partie du processus de tests médicaux pour la plaignante. Cette dépense doit donc être remboursée.

Le Comité a recommandé que le CEMD accueille le grief.

Décision du CEMD

Le CEMD appuie les conclusions et la recommandation du Comité d'accueillir le grief. Le CEMD est convaincu que, dans les circonstances, les tests menés sur l'échantillon prélevé de l'œil du fils de la plaignante constituaient une étape intégrale dans la série de tests prévue pour la plaignante. Le CEMD convient également que cette série de tests servait à déterminer si la plaignante était aussi porteuse de la mutation génétique liée au rétinoblastome. Ces tests visaient donc, de façon rationnelle, à conserver la santé et le bien-être mental de la plaignante et à prévenir une maladie et/ou à diagnostiquer une maladie qui s'inscrit dans la Gamme des soins des FC. Le fait que les résultats initiaux aient permis de conclure qu'aucun autre test était nécessaire pour la plaignante ne change rien et confirme une méthode diagnostique prudente.

Bien que la plaignante et son médecin aient reconnu qu'ils n'ont pas obtenu l'autorisation préalable pour les dépenses liées aux tests, le CEMD croit qu'il s'agit là d'une erreur involontaire qui ne devrait pas empêcher la plaignante de se faire rembourser les coûts du traitement effectué à l'extérieur de la base, ainsi que les frais d'intérêts limités, associés à ces coûts.

Option relative au service antérieur

Conclusions et recommandations du Comité

Au moment de sa mutation de la Force de réserve à la Force régulière en 1986, le plaignant s'est vu remettre un formulaire intitulé « Reconnaissance d'avis du droit de choisir de payer pour du service antérieur en vertu de la Loi sur la pension de retraite des Forces canadiennes » (LPRFC). Le plaignant a signé le document, mais il a omis d'indiquer son service antérieur. Par la suite, en 2001, le plaignant a choisi de payer pour son service antérieur (1985-1986) aux fins de la LPRFC, mais à un taux beaucoup plus élevé que celui qui aurait été en vigueur s'il l'avait choisi dans l'année suivant sa mutation dans la Force régulière. Dans son grief, le plaignant a fait valoir qu'il n'avait reçu aucune explication concernant ce qu'il signait et qu'il avait signé le formulaire sous l'effet de la contrainte, sans en connaître l'importance ou les répercussions. À titre de réparation, le plaignant a demandé que le coût de son choix de payer pour son service antérieur ouvrant droit à pension soit calculé sur une base non tardive.

Le Directeur général – Rémunération et avantages sociaux, l'autorité initiale (AI), a rejeté le grief. L'AI a expliqué que, conformément à la LPRFC et tel qu'indiqué dans le formulaire, les options relatives au service antérieur doivent être prises dans l'année qui suit l'enrôlement ou la mutation dans la Force régulière. Bien que le défaut de le faire n'annule pas le droit du militaire de choisir l'option en tout temps pendant qu'il est

dans le cas d'un déménagement d'un lieu de résidence habituelle (LRH) à une unité d'emploi (UE). De plus, le CEMD est d'avis que le plaignant aurait dû être en service commandé lors de son voyage pour la recherche d'un domicile (VRD) et par conséquent, il décide que cinq jours de congé annuel seront crédités au plaignant.

Le CEMD conclut que même si les réservistes ont été autorisés à se faire rembourser leurs frais de réinstallation en vertu de la TR POL 009/95 et du PRIFC lors d'un déménagement d'une UE à une autre, ce type de déménagement ne figure pas dans la politique publiée au sujet du PRIFC. En conséquence, le CEMD demande au sous-ministre adjoint (Ressources humaines – Militaires) d'examiner la politique du PRIFC concernant le remboursement des frais de réinstallation des réservistes dans le cas des déménagements à des UE subséquentes.

Affectation temporaire – Service temporaire

Conclusions et recommandations du Comité

Le plaignant, un membre de la Réserve supplémentaire d'attente, a été affecté à un camp d'instruction d'été des cadets (CIEC) en 2003. Parce qu'il s'agissait d'une affectation temporaire, il n'a pas eu droit à une indemnité de faux frais. Toutefois, les membres de la Première réserve envoyés au même camp d'été ont été placés en service temporaire et ont eu droit à cette indemnité. Le plaignant a déposé un grief estimant que cette pratique était injuste.

Selon l'AI, le plaignant était en affectation temporaire et non en situation de voyage et, par conséquent, il n'avait pas droit à l'indemnité de faux frais. L'AI a également fait valoir que le plaignant n'était pas tenu de participer à un camp d'été de cadets et qu'il connaissait les indemnités rattachées à ce poste quand il a accepté de l'assumer. L'AI a rejeté le grief.

Le Comité a étudié des cas précédents et a conclu que bien qu'il n'y avait pas discrimination à l'endroit du plaignant, cette pratique d'accorder un traitement différent à des sous-éléments constitutifs de la Force de réserve était inéquitable. De plus, le Comité a conclu que cette différence de traitement était fondée essentiellement sur des motifs budgétaires.

Le Comité a recommandé que le CEMD accueille le grief.

Décision du CEMD

Le CEMD appuie partiellement les conclusions du Comité, mais il n'est pas d'accord avec sa recommandation d'accueillir le grief. Le CEMD est d'accord avec la conclusion du Comité à l'effet que le plaignant était en affectation temporaire et non en service temporaire (ST). Le CEMD est en désaccord avec la conclusion du Comité selon laquelle la décision de mettre le plaignant en affectation temporaire constituait une application erronée des règlements. Par conséquent, le CEMD estime que le plaignant n'avait pas droit à l'indemnité de faux frais au-delà des deux jours de déplacement prescrits pour lesquels il a obtenu un remboursement.

Toutefois, à l'instar du Comité, le CEMD est préoccupé par le fait que certaines politiques ont donné lieu à une différence de traitement à l'égard du personnel appartenant à différentes sous-composantes de la Réserve. Le CEMD insiste sur le fait que cette différence de traitement n'est pas illégale, contraire à l'éthique ou discriminatoire, mais il reconnaît que le cadre de la politique actuel, lequel entraîne des variations dans la façon dont est traité le personnel des CIEC, est un facteur de mécontentement majeur auquel il faut remédier. À cet effet, le Vice-chef d'état-major de la Défense (VCEMD) examine actuellement la question des différences dans l'emploi des réservistes aux CIEC. Un groupe de travail a débuté ses travaux le 20 octobre 2005 et a reçu le mandat d'examiner les politiques pertinentes concernant le recours aux affectations temporaires et au ST.

Le Comité a recommandé au CEMD d'accorder en partie le grief en référant le dossier au Directeur – Réclamations et contentieux des affaires civiles (DRCAC) afin que le plaignant obtienne une compensation financière au montant de l'IR de 10 000 $ de même qu'une compensation financière pour la perte salariale encourue jusqu'à l'obtention de son grade de caporal.

Décision du CEMD

Le CEMD appuie les conclusions et la recommandation du Comité d'accueillir partiellement le grief en transmettant le dossier au DRCAC. Le CEMD précise qu'il ne s'agit pas de reconnaître l'octroi du grade de cpl (i) de façon rétroactive, tel que demandé par le plaignant, mais de considérer une indemnisation pour le préjudice financier qu'il a subi à la suite de sa décision de s'enrôler sur la foi de déclarations inexactes. Le diplôme requis devait correspondre à une partie importante de la formation technique du Groupe professionnel militaire (maintenant ID SGPM – Identification de la structure des groupes professionnels militaires) en question, soit de nature de l'électronique, et non de l'informatique comme l'ont laissé croire les informations données au plaignant, ainsi que l'offre d'emploi.

Remboursement des frais de réinstallation des réservistes

Conclusions et recommandations du Comité

Le plaignant est un réserviste initialement affecté en Saskatchewan et qui a volontairement accepté une affectation temporaire en Ontario. Par la suite, le plaignant a reçu de nombreux messages d'affectation indiquant qu'il était affecté à d'autres postes à la même unité en Ontario. Après trois années de service dans cette province, le plaignant a été affecté en Saskatchewan. Étant donné qu'il avait initialement été muté de la Saskatchewan à l'Ontario, les Forces canadiennes ont traité le déménagement vers la Saskatchewan comme un retour à son lieu de résidence précédent (LRP) et non comme une affectation.

Le plaignant a soutenu avoir été injustement privé du droit à une indemnité de réinstallation parce que son déménagement à destination de la Saskatchewan a erronément été traité en tant qu'affectation de retour. Il a fait valoir que le règlement applicable à son déménagement figure dans la Directive sur la rémunération et les avantages sociaux (DRAS) 209.971 des Forces canadiennes – Programme de réinstallation intégré (PRI), et non pas dans la Politique sur les voyages et les réinstallations (TR POL) 009.05, laquelle a été appliquée à son cas. Le plaignant a soutenu qu'il avait droit à une indemnité de réinstallation pour son déménagement de l'Ontario à la Saskatchewan, ainsi qu'à une aide au transport quotidien. Il a aussi demandé des excuses.

L'AI pour ce grief, le Directeur général – Rémunération et avantages sociaux (DGRAS), a fait valoir que le plaignant savait qu'il faisait l'objet d'une affectation temporaire en Ontario et qu'il serait retourné à son unité d'emploi (UE) en Saskatchewan, conformément à la politique TR POL 009/95.

L'AI a aussi affirmé que le plaignant n'avait pas droit à l'aide au transport quotidien parce qu'il a choisi de demeurer au-delà de la distance normale permise entre son domicile et son lieu de travail. L'AI a ajouté que le plaignant avait déménagé sa famille pour des raisons purement personnelles et non pour des raisons de service, le rendant inadmissible à toute aide au transport. Toutefois, l'AI a conclu que le plaignant avait droit d'être remboursé pour un voyage à la recherche d'un domicile (VRD) et a recommandé au plaignant de présenter une demande à cet égard.

Le Comité a conclu que le plaignant n'était plus titulaire d'un poste en Saskatchewan et que, par conséquent, sa situation ne correspondait plus à la définition d'une « affectation temporaire ». Le plaignant n'était donc pas retourné à son LRP mais il était plutôt affecté à un poste.

Le Comité a conclu qu'en 2003, le lieu de résidence du plaignant était en Ontario et non en Saskatchewan. Le Comité a aussi conclu que le plaignant a été déménagé aux termes de la mauvaise politique et qu'il aurait dû l'être conformément au Programme de réinstallation intégrée des Forces canadiennes (PRIFC).

Le Comité a conclu que le plaignant n'avait pas droit à l'aide au transport quotidien et que l'AI a traité adéquatement la question concernant les excuses demandées par le plaignant.

Le Comité a recommandé au CEMD d'accueillir partiellement le grief.

Décision du CEMD

Le CEMD appuie la recommandation du Comité et accueille partiellement le grief en demandant que le plaignant soit remboursé pour les frais de réinstallation de l'Ontario à la Saskatchewan, non pas parce que ce dernier était en affectation mais parce qu'il rencontre les critères de l'Addenda 10 du PRIFC 2003 (Réinstallation des membres de la Première réserve – Emploi à temps plein en service de classes B et C)

qu'ils n'étaient pas installés avec le plaignant au moment de la réinstallation de ce dernier, choisissant plutôt de s'installer dans leur propre résidence.

Libération injustifiée – Absence de raisons de santé justifiées

Conclusions et recommandations du Comité

Le plaignant a été libéré des Forces canadiennes parce que des limitations d'emploi pour raisons de santé l'empêchaient de respecter le principe de l'universalité du service (PUS). La chaîne de commandement du plaignant a appuyé le grief et vivement recommandé que le plaignant soit maintenu à l'effectif.

L'autorité initiale n'a pas rendu de décision et, après avoir accordé une extension, le plaignant a demandé que son grief soit envoyé au CEMD.

Le Comité a conclu que l'état du plaignant ne l'empêchait pas de respecter le PUS.

Le Comité a recommandé que le CEMD fasse en sorte qu'on offre au plaignant la possibilité de se réenrôler et que sa solde, sa pension de retraite et ses avantages sociaux soient ajustés en conséquence. Le Comité a aussi recommandé que l'affaire soit transmise au Directeur – Réclamations et contentieux des affaires civiles (DRCAC) afin de déterminer si le plaignant doit être compensé pour les préjudices qu'il aurait pu subir à la suite de sa libération, par le biais d'ajustements à l'interne. Subsidiairement, le Comité a recommandé que le CEMD annule la libération et ajuste la solde, la pension de retraite et les avantages sociaux du plaignant en conséquence.

Décision du CEMD

Le CEMD appuie les conclusions et la recommandation du Comité d'accueillir le grief. Il estime que le plaignant a été libéré à tort pour des limitations d'emploi pour raisons de santé (LERS) qui n'étaient pas fondées sur des données probantes. Le plaignant aurait dû être autorisé à poursuivre son service jusqu'à la fin de son engagement à durée intermédiaire (ED Int.). Toutefois, le CEMD est d'avis qu'il n'a pas le pouvoir d'accorder le redressement demandé. L'octroi d'une compensation pour le reste de l'ED Int du plaignant et la modification de sa pension sont du ressort du DRCAC. Par conséquent, le CEMD soumet le grief à l'examen du DRCAC et une copie de sa décision est également envoyée au sous-ministre adjoint (ressources humaines) (SMA(RH-Mil)) pour fins d'examen.

Indemnité de recrutement – Représentation négligente

Conclusions et recommandations du Comité

Le plaignant a soutenu avoir droit à une indemnité de recrutement (IR) de 10 000 $ et à une promotion au grade de caporal intérimaire avec augmentation de salaire rétroactive, eu égard aux renseignements qu'il a reçus du centre de recrutement. En effet, le plaignant a maintenu que sa décision de signer un contrat avec les Forces au lieu de continuer sa carrière au civil reposait essentiellement sur l'obtention de l'IR et la promotion au grade de caporal intérimaire.

Se fondant sur les conclusions de l'École de l'électronique et des communications des Forces canadiennes (EECFC), le commandant par intérim du Groupe de recrutement des Forces canadiennes (GRFC), l'AI dans cette affaire, a rejeté le grief du plaignant. L'AI a indiqué qu'une analyse de ses études et expériences antérieures ont confirmé que le plaignant ne se qualifiait pas pour l'IR ni pour la promotion au grade de caporal intérimaire.

Le Comité a conclu que le plaignant ne satisfaisait pas aux prérequis de l'IR et qu'il n'y avait pas droit selon la réglementation. Le Comité a également conclu que le plaignant n'avait pas droit à la promotion au grade de caporal intérimaire. Le Comité a toutefois conclu que les représentations faites par le GRFC étaient erronées et que l'offre d'emploi parue sur le site Internet « Jobboom » pour un poste d'informaticien était trompeuse, puisque les qualifications requises ne portaient pas sur l'informatique, mais bien sur l'électronique. Néanmoins, le Comité a conclu que les cinq conditions de l'arrêt Cognos de la Cour Suprême permettant de déterminer que le plaignant avait été victime de déclarations inexactes faites avec négligence par le personnel des FC et que le plaignant a subi un préjudice en se basant sur l'information erronée.

club TOW. Le CEMD est d'avis que ces deux établissements étaient des établissements de restauration autorisés pendant toute la durée de l'Op BOXTOP 2/01 et que le plaignant avait droit au remboursement de ses frais de repas réels, à l'un ou à l'autre de ces établissements, le montant ne devant toutefois pas être supérieur au taux applicable prévu par le CT pour les déplacements aux États-Unis. Le plaignant se verra payer la différence entre ce qu'il a reçu à la suite de sa demande originale de remboursement pour l'Op BOXTOP 2/01 et ce qu'il a réellement dépensé pour ses repas durant son déploiement à l'Op BOXTOP 2/01. Si le plaignant ne dispose pas de reçus pour appuyer sa demande, il devra soumettre une liste détaillée de ses frais de repas réels et une déclaration solennelle connexe, appuyée par son commandant d'aéronef de l'Op BOXTOP 2/01, si possible, et de son commandant actuel.

L'examen de ce grief par le Comité a révélé qu'il n'y avait pas de dispositions précises en place concernant les frais de repas au moment de la tenue de l'exercice, ce qui a engendré de la confusion au sujet de l'application de la politique du CT. Compte tenu du coût élevé du règlement des griefs au niveau du CEMD, et de la possibilité que d'autres militaires ayant participé à la même opération ou à des opérations similaires déposent des griefs sur la même question, le Directeur général – Autorité des griefs des Forces canadiennes a suggéré que ces griefs soient traités de la même façon. De plus, il a recommandé que les instructions ou directives de nature administrative ou opérationnelle visant les futurs exercices BOXTOP ou d'autres exercices tenus à l'extérieur du pays précisent clairement les taux du CT en vigueur pour le remboursement des frais de repas et des faux frais durant le service temporaire.

Définition de personne à charge – Remboursement des coûts d'achat d'une résidence principale

Conclusions et recommandations du Comité

Le plaignant habitait un logement familial (LF) avec sa conjointe et deux enfants ayant des besoins spéciaux lorsque l'état de santé de sa mère et celle de son beau-père se sont détériorés au point où ceux-ci ont dû emménager dans le LF du plaignant. Le plaignant a alors présenté une demande pour faire déclarer ses parents "personnes à charge". Après que ses parents soient demeurés avec le plaignant et sa famille quelques mois, celui-ci a acheté une maison où il habitait avec ses parents tandis que son épouse continuait d'habiter le LF avec leurs enfants. Le plaignant a obtenu des Forces canadiennes le remboursement des frais d'achat de cette maison. Il a soutenu qu'il vivait dans la maison avec ses parents 50 p. 100 du temps.

Lors de son affectation, le plaignant a appris qu'il n'avait pas droit aux indemnités associées à la vente de la maison parce que celle-ci n'était pas sa résidence principale. Le plaignant a également été informé que le remboursement des frais d'achat de la maison n'aurait pas dû lui être versé et que ces sommes seraient recouvrées par les FC. Le plaignant a présenté un grief.

Le plaignant est appuyé par la chaîne de commandement dans son grief. Même si elle estimait que le cas était inhabituel, les parents du plaignant étaient des personnes à sa charge et la maison qu'il a achetée constituait sa résidence principale.

L'autorité initiale, le Directeur général de la rémunération et des avantages sociaux, a jugé qu'en matière de réinstallation, un militaire ne peut avoir deux résidences principales et il a conclu que le LF était sa résidence principale. L'AI a fait remarquer que les meubles et effets du plaignant avaient été déménagés au LF aux frais de l'État et que les « personnes directement à sa charge » vivaient à cet endroit. L'AI a également jugé que les parents du plaignant n'étaient pas des personnes à charge et elle a donc confirmé la décision de recouvrer les frais d'achat et le refus de payer les frais de vente.

Le Comité a conclu que la réglementation sur laquelle l'AI s'est fondée avait été mal interprétée. En fait, la maison achetée par le plaignant rencontrait les critères exigés pour être considérée une résidence principale. Le Comité a également conclu que les parents du plaignant satisfaisaient aux critères de "personnes à charge".

Le Comité a recommandé que le grief soit accueilli.

Décision du CEMD

Le CEMD appuie les conclusions et la recommandation du Comité d'accueillir le grief. Le CEMD a déterminé que le lieu de résidence principal du plaignant au moment de sa réinstallation était la maison habitée par ses parents et qu'il avait droit à un remboursement des frais liés aussi bien à l'achat qu'à la vente de la résidence. Le CEMD a en outre déterminé que les parents du plaignant étaient à sa charge pendant qu'ils vivaient avec lui à sa résidence, mais ils n'étaient pas admissibles au remboursement des dépenses de réinstallation parce

Résumés de dossiers

On trouvera ci-après des résumés de quelques Conclusions et Recommandations dont des décisions ont été rendues par le CEMD en 2006-2007. Les décisions reflètent le type de griefs soumis au Comité. On trouvera un résumé d'autres décisions rendues par le CEMD en 2006-2007 sur le site Web du Comité à www.cfgb-cgfc.gc.ca .

Directive du Conseil du Trésor sur les voyages – Indemnité de repas

Conclusions et recommandations du Comité

Le plaignant a fait valoir qu'une interprétation erronée de la réglementation l'a privé de la pleine indemnité de repas à laquelle il avait droit pendant l'opération Boxtop 2/01 et que l'information contradictoire et confuse portant sur l'indemnité de repas adéquate l'a défavorisé du point de vue financier. À titre de réparation, il a demandé le remboursement de la différence entre l'indemnité quotidienne qu'il recevait et l'indemnité du Conseil du Trésor (CT) pour voyages outre-mer avec résidence dans des quartiers gouvernementaux (c.-à-d. 80 p. 100 de l'indemnité de repas du CT). Il a également demandé le versement d'un intérêt de 6 p. 100 sur le montant qui lui est dû, calculé à compter de la date de présentation de son grief.

L'AI a statué que le plaignant n'avait droit qu'au remboursement de ses frais de repas réels dans un établissement militaire. L'AI a conclu que le seul établissement militaire à Thule était la salle à manger Dundas Hall. L'AI a donc rejeté le grief parce que le plaignant s'était déjà fait rembourser le coût de ses repas à cet établissement.

Le Comité a conclu que le plaignant avait droit aux montants qu'il facturait pour ses repas dans un établissement militaire et non à 80 p. 100 de l'indemnité de repas quotidienne prévue par le CT pour les voyages « outre-mer ». Le Comité a jugé qu'il n'y avait pas assez de preuves pour conclure que de mauvais renseignements ont eu des répercussions défavorables sur le plaignant dans ce cas.

Le Comité a également conclu que, outre la salle à manger principale (Dundas Hall), le club Top of the World (TOW) et la salle à manger du TOW étaient considérés comme des établissements militaires. À ce titre, le Comité a conclu que le plaignant avait le droit de demander le remboursement de ses frais de repas réels, basés sur des reçus ou sur une liste détaillée certifiée par le plaignant, sans toutefois excéder l'indemnité de repas quotidienne précisée par le CT. Le Comité a recommandé que le CEMD accueille en partie le grief, en modifiant la demande de remboursement de frais de voyage à cet égard.

Décision du CEMD

Le CEMD appuie la recommandation du Comité d'accueillir en partie le grief. Le CEMD signale qu'il y avait une ambiguïté concernant quelle partie de la Directive du Conseil du Trésor sur les voyages s'applique à la situation du plaignant. Par exemple, la partie IV de la Directive vise les repas, les faux frais et les autres dépenses. Elle prévoit notamment le remboursement du coût réel des repas, jusqu'à concurrence des limites établies, reçus à l'appui, pour les employés de l'État en déplacement au Canada et dans la zone continentale des États-Unis qui séjournent ou qui habitent dans des logements gouvernementaux ou institutionnels. Toutefois, la partie VI de la Directive vise les voyages outre-mer et prévoit que les employés de l'État en déplacement à l'extérieur du Canada et de la zone continentale des États-Unis, qui séjournent ou qui habitent dans des logements gouvernementaux ou institutionnels, auront droit au remboursement de 80 pour cent de l'indemnité de repas prévue.

Après avoir examiné le grief, le CEMD a conclu que l'article 209.30 des ORFC stipule clairement que la Directive du CT sur les voyages visant les déplacements aux États-Unis s'applique au personnel qui voyage à l'extérieur du Canada. Le CEMD conclut également qu'en l'absence de toute autre restriction, l'OAFC 209-4 limite expressément le remboursement des frais de repas aux frais réellement encourus. Par conséquent, le CEMD est convaincu qu'il fallait rembourser au plaignant une somme jusqu'à concurrence du taux prévu dans la partie IV de la Directive du CT sur les voyages pour les frais de repas réels encourus à un établissement de restauration autorisé.

Bien que le CEMD appuie la conclusion du Comité qu'il faudrait rembourser au plaignant ses frais de repas réels à l'un ou l'autre des établissements, il conclut que le club TOW n'est pas un établissement de restauration militaire, mais plutôt un restaurant privé avec permis d'alcool exploité à l'intérieur d'une base militaire. Ayant examiné l'ordre administratif lié à l'Opération BOXTOP 2/01, le CEMD conclut que cet ordre administratif autorisait expressément le personnel à s'acheter des repas au service de restauration Dundas, à toute heure de la journée. L'ordre administratif signalait aussi qu'on pouvait se procurer le repas du soir au

Autorité de régler les réclamations d'ordre financier

Un problème signalé a plusieurs reprises mais qui subsiste dans le système actuel de règlement des griefs, est le fait que le CEMD (l'autorité finale) n'a pas le pouvoir de rendre une décision concernant des réclamations d'ordre financier. L'autorité de régler les réclamations contre l'État ou d'accorder des paiements à titre gracieux à des membres des FC a été déléguée au Directeur – Réclamations et contentieux des affaires civiles (DRCAC) par le conseiller juridique du ministère de la Défense nationale et des Forces canadiennes. Par conséquent, dans les dossiers où le Comité a recommandé que le plaignant reçoive une indemnité financière à titre de redressement, le CEMD n'a eu d'autre choix que de renvoyer le cas au DRCAC pour qu'il l'examine et évalue le bien-fondé de l'indemnité. Même s'il est souvent arrivé que le Comité et le CEMD considèrent que des réclamations étaient fondées ou que les circonstances d'un cas justifiaient un paiement à titre gracieux, le DRCAC pourrait ne pas être du même avis.

En décembre 2006, le Comité a rencontré le DRCAC pour discuter de la position de son bureau concernant le règlement des réclamations rattachées à des griefs. Le DRCAC a répondu que, dans pratiquement tous les cas de griefs renvoyés à son bureau, on avait jugé que des indemnités administratives ou d'autres formes de redressement d'ordre administratif auraient pu convenir au lieu de l'acceptation d'une réclamation. En effet, presque toutes les réclamations soumises au DRCAC jusqu'ici par le CEMD ont été rejetées, en partant du principe que la procédure de règlement des griefs permettait de réparer suffisamment les torts causés et que seulement un petit pourcentage des griefs pouvaient justifier une réclamation potentielle contre l'État (à cause de torts résultant d'un délit civil ou de négligence).

Même si le Comité convient que le système de règlement des griefs des FC donne accès à tout un éventail de mesures de redressement, comme des promotions rétroactives, il prétend que les mesures de redressement administratives ne sont pas toujours suffisantes. Des indemnités administratives ne peuvent être versées que si l'existence d'un droit est reconnue (conformément aux Directives sur la rémunération et les avantages sociaux applicables aux Forces canadiennes). Ainsi, dans les cas où le plaignant a subi des torts qui n'ont pas pour effet de créer un droit et qui ne peuvent être réparés par un changement de statut, les mesures de redressement administratives ne sont pas d'une grande utilité.

Par exemple, le Comité a examiné de nombreux griefs portant sur du harcèlement dans lesquels le plaignant ou l'intimé a subi des torts importants au plan émotif ou professionnel. Dans de tels cas, les mesures de redressement possibles sont très limitées et, même si les FC ne sont pas responsables de ce qui s'est produit, le Comité et le CEMD ont convenu que les FC avaient l'obligation morale d'accorder une indemnité à plusieurs plaignants.

De plus, le délai d'attente pour obtenir une décision du DRCAC au sujet du bien-fondé des réclamations ou des paiements à titre gracieux nuit au bon déroulement de la procédure de règlement des griefs. Compte tenu que le CEMD est l'autorité finale, le Comité estime qu'il devrait avoir le pouvoir de trancher les réclamations et d'accorder des paiements à titre gracieux lorsqu'il juge que les circonstances le justifient. Le juge en chef Lamer a d'ailleurs signalé, dans son examen et ses recommandations de septembre 2003 portant sur la Loi sur la défense nationale (le rapport Lamer), que cette autorité constituerait un facteur important pour le règlement rapide des griefs. Le juge Lamer avait recommandé que cette autorité soit accordée au CEMD, mais les FC n'ont pas donné suite.

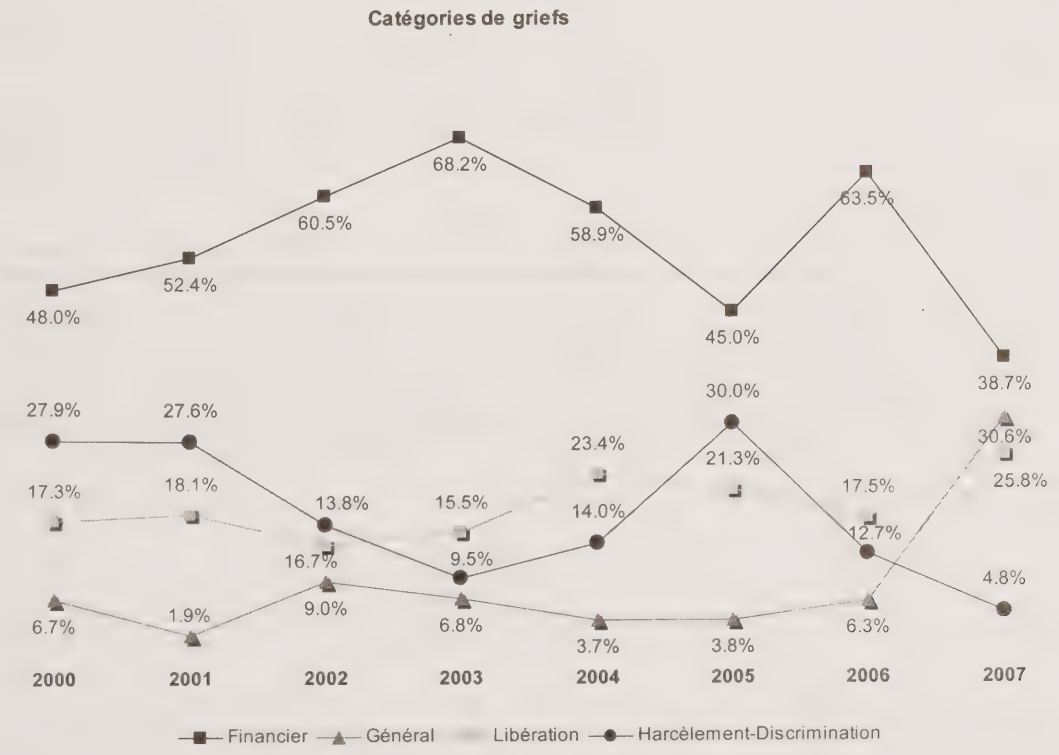
Modèle logique – Résultats intermédiaires : Ce sont les résultats à plus long terme qui découlent des secteurs d'activités, des extrants et des résultats immédiats, et qui révèlent les progrès accomplis vers la réalisation du résultat final.

Résultats intermédiaires escomptés	Indicateurs de rendement
Les précédents établis par le Comité peuvent faciliter le changement.	Les décisions du CEMD d'examiner les questions systémiques soulevées par le Comité demandant une évaluation supplémentaire d'une politique ou un changement en vue de l'application des règlements.
Une meilleure compréhension et application des règles, politiques et lignes directrices régissant les conditions de travail dans les FC.	Réduction du nombre de griefs de même nature.

Répartition des catégories de cas en fonction de l'année de renvoi

Au cours des six dernières années, le pourcentage des griefs reçus concernant quatre catégories (questions financières, questions d'ordre général, harcèlement/discrimination et libérations) est resté relativement stable. Les griefs d'ordre financier constituent toujours la plus grande partie de la charge de travail, suivis par les griefs portant sur le harcèlement/la discrimination et la libération. En 2007, le DGAGFC a référé des dossiers discrétionnaires[1] dans le cadre d'un projet pilote, afin d'évaluer la capacité et les compétences du Comité de traiter les cas qui ne lui sont pas normalement référés. Ces cas ont été classés sous la catégorie générale ce qui a augmenté le nombre de cas dans cette catégorie.

Figure 3



[1] Cette initiative qui est toujours en cours, pourrait mener à une recommandation d'élargir le mandat du Comité.

Ces résolutions informelles sont intervenues après que le Comité ait communiqué ses conclusions et recommandations au CEMD en vue d'une décision finale, ce qui peut avoir entraîné la décision de recourir à une résolution informelle.

Dans les autres dossiers de grief, les plaignants ont choisi de retirer leurs griefs au niveau du CEMD notamment pour les raisons suivantes :

- ils se sont eux-mêmes déclarés satisfaits des explications fournies dans les conclusions et les recommandations du Comité, malgré la recommandation de rejeter le grief.
- des mesures administratives prises avant ou après la réception des recommandations du Comité ont permis de régler le grief à la satisfaction du plaignant.

Une première audience

En décembre 2006, le Comité a reçu la décision du CEMD concernant les conclusions et recommandations qu'il avait présentées à la suite de sa première audience d'un grief.

Le grief en question concernait une enquête et un rapport sur une plainte de harcèlement déposée contre le plaignant. À l'audience, le Comité a entendu à la fois le plaignant et l'enquêteur chargé de la plainte de harcèlement. Il a conclu que le rapport d'enquête comportait de graves lacunes, notamment une analyse déficiente des éléments de preuve recueillis et une importance démesurée accordée à certains éléments de preuve. Par conséquent, le Comité n'a pas jugé que l'enquête justifiait l'imposition de mesures administratives. Pour cette raison, et aussi parce que beaucoup de temps s'était écoulé depuis les événements, le Comité a conclu qu'il aurait été vain de demander une nouvelle enquête sur les allégations de harcèlement.

Le Comité a recommandé que le CEMD interrompe les mesures prises à cause de l'enquête et qu'il supprime toutes les mentions à ce sujet dans le dossier personnel du plaignant. Enfin, en plus de recommander que des excuses soient présentées au plaignant, le Comité a recommandé que les FC considèrent la mise en place d'un processus de contrôle de la qualité avant d'autoriser la tenue d'une enquête sur un cas de harcèlement ou sur un autre sujet semblable qui risquerait de causer un préjudice à un membre des FC.

Le CEMD a accepté les conclusions du Comité. Il était en accord avec une partie des recommandations du Comité, mais il a jugé que l'ajout d'une nouvelle étape pour contrôler la qualité des enquêtes sur le harcèlement n'était pas nécessaire et ne permettrait pas d'éliminer les erreurs potentielles. Il a signalé que tous les membres des FC qui estimaient avoir été victimes d'une injustice pouvaient recourir à la procédure de grief existante pour demander la révision d'une enquête.

Le CEMD a ajouté qu'il était regrettable que l'officier responsable ait, malgré les irrégularités évidentes, accepté les conclusions du rapport d'enquête disant qu'il y avait eu harcèlement. Enfin, le CEMD a conclu que le plaignant n'avait fourni aucune preuve justifiant le versement de l'indemnité financière réclamée pour les préjudices à sa carrière comme résultat de la plainte (une question qui n'était pas sujette à l'examen du Comité). Le CEMD a également fait valoir que le plaignant avait reçu une promotion depuis que les allégations avaient été faites.

Modèle logique – Résultats immédiats : Ce sont les résultats à court terme des secteurs d'activité du Comité et leurs extrants.

Résultats immédiats escomptés	Indicateurs de rendement
Des conclusions et des recommandations utiles et compréhensibles qui aident le CEMD à rendre ses décisions concernant les griefs.	1. Les décisions du CEMD appuient les recommandations du Comité. 2. Le CEMD juge les conclusions et recommandations du Comité utiles et faciles à comprendre.
Le plaignant et les FC bénéficient d'un examen du grief par un tribunal quasi-judiciaire indépendant, pour parvenir au règlement du grief.	3. Les examens judiciaires de la Cour fédérale confirment les conclusions et recommandations du Comité.

Aperçu des décisions du CEMD

Décisions du CEMD reçues en 2006-2007

Dans les décisions du CEMD reçues en 2006-2007 relatives à 78 griefs, il appuyait ou appuyait en partie les conclusions et recommandations du Comité à 89 p. 100.

Conclusions et recommandations (C et R) du CGFC	Décisions du CEMD reçues en 2006-2007			
	Le CEMD appuie les C et R du CGFC	Le CEMD appuie en partie les C et R du CGFC	Le CEMD n'appuie pas les C et R du CGFC	Total
Griefs accordés	9	4	4	**17**
Griefs accordés en partie	5	5	4	**14**
Griefs rejetés	43	3		**46**
Griefs retirés	1			**1**
Total	**58**	**12**	**8**	**78**

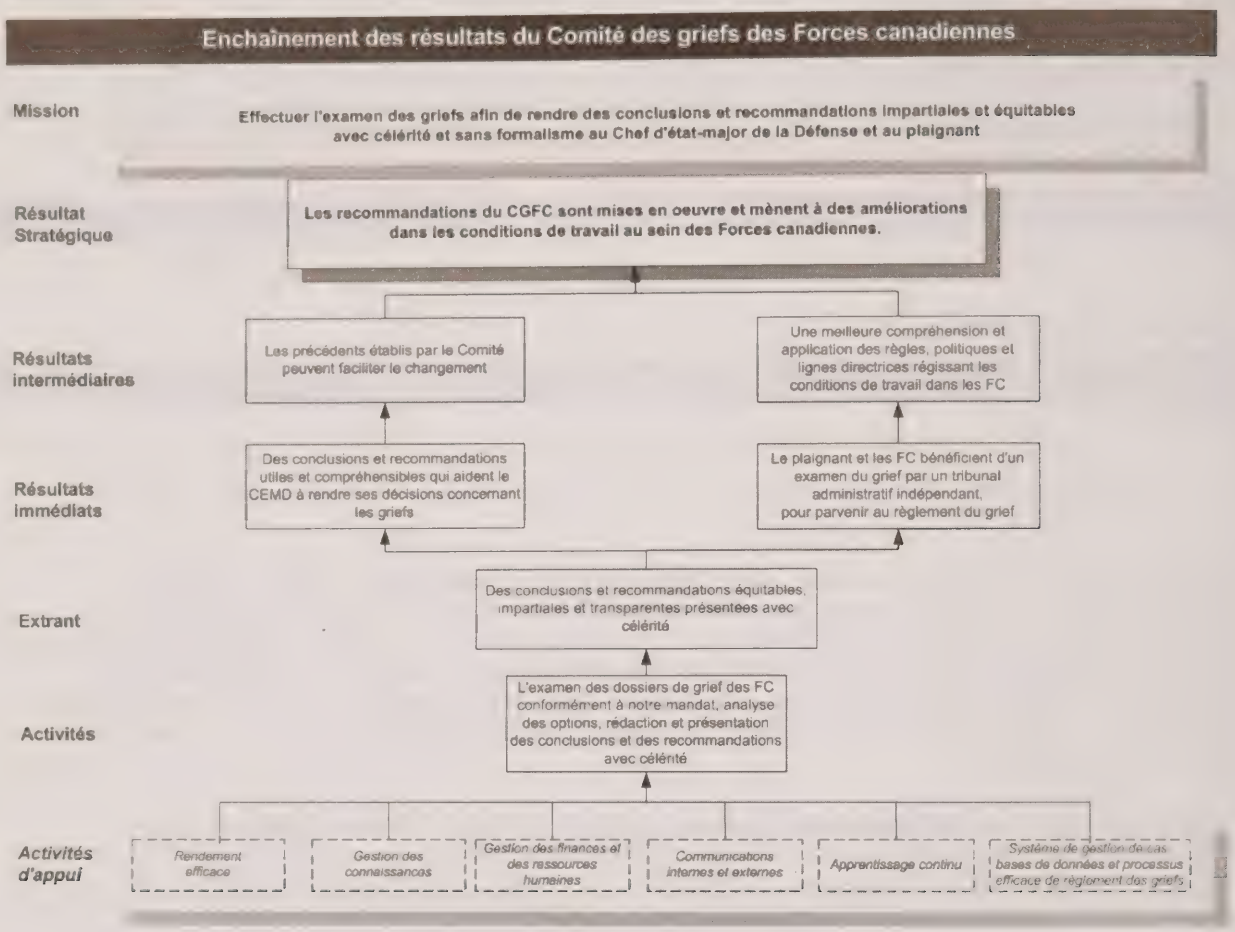
Résolutions informelles et retraits en 2006-2007

Dix cas examinés par le Comité ont été résolus par les FC dans le cadre d'une résolution informelle, et cinq autres ont été retirés par le plaignant après la communication des conclusions et recommandations du Comité, mais avant la décision du CEMD.

Conclusions et recommandations (C et R) du CGFC	Résolutions informelles et retraits en 2006-2007 (Suite à la production de conclusions er de recommandations par le CGFC)		
	Résolutions informelles par les FC	Cas retirés au niveau du CEMD	Total
Griefs accordés	2	3	**5**
Griefs accordés en partie	1	1	**2**
Griefs rejetés	7	1	8
Total	**10**	**5**	**15**

Résultats escomptés

L'enchaînement des résultats ou le modèle logique du Comité démontre comment chacune des composantes contribue à la mission du Comité et à l'obtention du résultat stratégique.



Analyse des activités de programme

Objectif stratégique : Les recommandations du Comité des griefs des Forces canadiennes sont mises en œuvre et mènent à des améliorations dans les conditions de travail au sein des Forces canadiennes.

Activité de programme : L'examen des griefs des membres des Forces canadiennes référés par le Chef d'état-major de la Défense.

Ressources financières :

(en '000 $)

Dépenses prévues	Total des autorisations	Dépenses réelles
3 344,0 $	3 314,5 $	2 967,1 $

Ressources humaines :

Prévues	Réelles	Écart
28	25	3

Nota : La contribution en dépenses réelles des services intégrés à cette activité de programme s'élève à 2 884,9 $ et 15 ETP.

L'examen des griefs par le Comité se fait de façon objective et transparente, dans le respect de l'impartialité et de l'équité pour tous les membres des FC, sans considération de leur grade ou de leur poste. La procédure tient compte équitablement des droits du personnel militaire, et les membres du Comité agissent dans le meilleur intérêt des parties impliquées. Non seulement les conclusions et les recommandations du Comité sont-elles fondées sur le droit, elles constituent aussi des précédents qui assurent une cohérence dans l'interprétation et l'application de politiques et règlements au sein des Forces canadiennes.

En tant qu'organisme doté de pouvoirs quasi-judiciaire, le Comité doit s'assurer que ses recommandations sont conformes au droit et sont applicables en vertu de sa loi habilitante et de la législation pertinente. Les membres du Comité doivent notamment connaître les décisions rendues par les tribunaux canadiens dans différents domaines qui touchent les Forces canadiennes et qui pourraient avoir un impact dans les travaux du Comité ou dans les griefs qu'il doit réviser. Le Comité doit respecter les décisions rendues par les tribunaux supérieurs concernant les griefs des membres des FC, dont la Cour fédérale de première instance. Il est de la responsabilité des membres du Comité de connaître entre autres les Ordonnances et règlements royaux applicables aux Forces canadiennes (ORFC), les Ordonnances administratives des Forces canadiennes (OAFC) et les politiques du Conseil du Trésor qui s'appliquent, selon la nature du grief, et qui permettent de soutenir l'analyse et d'élaborer les conclusions et les recommandations du Comité.

SECTION II – ANALYSE DES ACTIVITÉS DE PROGRAMME PAR OBJECTIF STRATÉGIQUE

Leçons tirées

Les visites des BFC partout au Canada sont particulièrement utiles car elles permettent aux membres du Comité de rencontrer directement les militaires des FC. Lors de ces visites, des séances de discussion ouvertes se sont avérées être une méthode efficace pour échanger certains points de vue et expériences. Il y a généralement une bonne participation à ces réunions qui sont l'occasion d'un dialogue animé entre les membres du Comité et l'auditoire.

Un autre aspect important des activités de sensibilisation du Comité vise à maximiser l'efficacité des moyens de communication, notamment en affichant régulièrement à son site Web des sommaires de cas et d'autres renseignements connexes, en envoyant des brochures par la poste à des publics ciblés et en publiant des articles sur le Comité dans des bulletins d'information militaires. En 2006, quatre bulletins d'information militaires ont publié de tels articles : *The Totem Times*, *Voxair*, *The Aurora* et *The Sword and Scale.*

Priorité No 2 Communications externes

Engagements

1. Les groupes concernés reconnaissent la valeur des conclusions et recommandations du Comité :
   - Favoriser la communication des connaissances et accroître le soutien fourni par les groupes concernés ;
   - Participer aux tribunes organisées aux échelons supérieurs en appui à l'implantation d'un processus militaire de règlement des griefs plus efficient et mieux adapté ;
   - Diffuser de l'information sur les répercussions et la valeur du travail du Comité.

Principales réalisations

Exposés et visites

Le Comité a toujours été conscient de l'importance de communiquer avec les principaux intéressés – les membres des FC – pour les familiariser avec son travail. Ces activités de sensibilisation permettent aux militaires de mieux comprendre le rôle du Comité dans l'amélioration de leur qualité de vie. En plus de tirer parti de toutes les possibilités d'interaction et de communication avec les chefs militaires supérieurs par des canaux établis, les membres du Comité et de la haute direction visitent les bases des FC (BFC) et leurs installations, participent à des conférences et prennent la parole devant divers groupes sur des questions clés.

Voici un aperçu des visites faites par des représentants du Comité et des conférences données au cours de 2006-2007 :

- En juin, le vice-président a fait une allocution dans deux bases à Terre-Neuve-et- Labrador BFC Gander et BFC Goose Bay.
- En octobre, la présidente a fait une présentation à une conférence à Cornwall (Ontario) parrainée par le Directeur général-Carrières militaires.
- En octobre, Denis Brazeau, membre du Comité à temps partiel, a visité la BFC Esquimalt (C.-B.), et la présidente et le vice-président ont fait un exposé conjoint lors d'une séance de discussion ouverte dans le cadre d'une visite à la BFC Comox (C.-B.).
- En décembre, le vice-président a fait un exposé à l'École d'administration et de logistique des FC à la BFC Borden (Ontario).
- En février 2007, le secteur des opérations a fait une visite et une présentation à la réserve navale (RESNAV) à Québec.

Nouvelles initiatives en matière de communication

Le plus récent projet du Comité en matière de communication est un nouveau bulletin d'information électronique — *cyberBulletin* — Lancé au début de l'année 2007, celui-ci est destiné à des abonnés de divers secteurs clés. L'expérience a démontré que les membres des FC veulent en savoir plus sur la procédure de règlement des griefs, les types de griefs que reçoit le Comité et les résultats de son examen. Chaque numéro présente des cas récents et intéressants qui ont été transmis au Comité et pour lesquels le CEMD a rendu une décision. En plus de ces sommaires, le bulletin comprend des informations sur des statistiques importantes relatives aux griefs et sur les principales activités du Comité.

On peut s'abonner au bulletin à partir du site Web du Comité : www.cfgb-cgfc.gc.ca

Un examen en temps opportun

En 2005, le CGFC a amélioré son rendement de 28 p. 100, avec une moyenne de 138 jours ouvrables consacrés à l'examen des dossiers en cours (ceux reçus après 2004). En comparaison, pour 66% des cas de 2006 qui ont été complétés à date, 69 p. 100 de ceux-ci ont pris en moyenne 96 jours ouvrables.

Actuellement, le délai d'exécution moyen est de six mois (120 jours ouvrables), de la réception du cas par le Comité à son envoi au CEMD pour décision finale. Cependant, le temps nécessaire pour compléter l'examen de chaque cas peut varier. Plusieurs facteurs hors du contrôle du Comité peuvent influer sur le temps consacré à l'examen d'un cas, y compris le moment où un grief est transmis au Comité, la complexité du cas, le délai d'obtention des informations nécessaires et, dans certains cas, le nombre de membres du Comité disponibles pour examiner les griefs.

Figure 2 – Le temps nécessaire pour compléter l'examen des cas en fonction de l'année de renvoi au Comité montre le pourcentage de cas (en fonction de l'année de réception) dont l'examen a nécessité plus d'un an, de six mois à un an, et moins de six mois.

Année de renvoi au CGFC	Moins de 6 mois	6 mois à 1 an	Plus de 1 an
2000	7.3%	9.5%	83.2%
2001	9.5%	24.8%	65.7%
2002	6.9%	13.8%	79.3%
2003	6.2%	11.6%	82.2%
2004	6.1%	28.6%	65.3%
2005	12.5%	28.1%	59.4%
2006	69.0%	28.6%	2.4%
2007	100.0%	0.0%	0.0%

Données au 31 mars 2007

Planification rigoureuse des besoins en ressources humaines et financières.

Conformément aux dispositions de la nouvelle *Loi sur la modernisation de la fonction publique (LMFP)*, le Comité a élaboré un Plan intégré des ressources humaines et des activités, afin d'assurer la disponibilité des ressources financières et humaines dont il a besoin. Le Comité continue à rendre ses pratiques en matière de ressources humaines conformes aux exigences de la *Loi sur la modernisation de la fonction publique(LMFP)*, qui comprennent la formation des gestionnaires et de l'ensemble du personnel ainsi que le développement de politiques et de procédures internes.

Leçons tirées

L'année 2006-2007 s'est avérée occupée et productive pour le Comité. Celui-ci a réalisé de grands progrès en termes de réduction du nombre de dossiers de grief de son inventaire. Un peu plus de six ans après sa création, le Comité s'est avéré une valeur ajoutée et il continuera à aller de l'avant afin que les FC continuent à considérer cette organisation comme jouant un rôle essentiel dans le système de griefs des FC.

Par ailleurs, le Comité demeure conscient qu'une planification minutieuse de ses ressources aide à assurer la qualité de son travail, sans compromis. Cette planification comprend la continuité et le renouvellement d'une main-d'œuvre spécialisée, tout en se conformant aux changements qui découlent de la Loi sur la modernisation de la fonction publique. Le Comité continuera également à améliorer ses pratiques de gestion à l'aide du plan détaillé du gouvernement relativement à la gestion saine, le Cadre de responsabilisation de gestion.

Rendement global du Comité

Priorité No 1 Rendement opérationnel

Engagements

Dans le but d'atteindre ses objectifs d'amélioration du rendement opérationnel, le Comité a entrepris plusieurs initiatives au cours de l'exercice 2006-2007. Parmi les engagements du Comité, on compte les suivants :

1. Assurer l'efficience et l'efficacité de la prestation des services à nos clients :
   - Atteindre l'état stable dans le fonctionnement du Comité et viser à terminer l'examen des griefs et à émettre les conclusions et recommandations dans un délai de six mois à compter de la date de réception des griefs ;
   - Assurer des analyses d'une égale grande qualité.
2. Adopter de saines pratiques de gestion interne conformes au Cadre de responsabilisation de gestion (CRG) et à la stratégie de mesure du rendement du Comité :
   - Pratiquer une planification rigoureuse des besoins en ressources humaines et financières ;
   - Mettre en place un processus économique d'examen des griefs.

Principales réalisations

Un système de règlement des griefs plus efficace et plus efficient — Le travail préparatoire

À la suite d'un examen approfondi du processus de règlement des griefs au niveau de l'AF, le Comité a participé à des discussions très productives avec le DGAGFC et le personnel supérieur du Quartier général de la Défense nationale (QGDN). L'examen et les discussions ont permis aux participants de cerner ensemble les problèmes et de s'entendre sur des solutions possibles pour les résoudre. Le Comité et le DGAGFC ont donc uni leurs efforts pour concevoir et mettre en œuvre un projet pilote pour mettre à l'essai les changements proposés au processus. Ces changements visent à réduire considérablement le temps nécessaire pour analyser les griefs et présenter des recommandations au CEMD.

Améliorations continues des délais d'examen des cas

Entre-temps, le Comité a poursuivi la rationalisation de ses propres procédures internes. En 2006-2007, il a réduit le nombre de dossiers de grief reportés des années précédentes.

Figure 1

APERÇU DE LA CHARGE DE TRAVAIL DU CGFC	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Cas en cours de traitement au début de la période	0	178	219	261	264	166	150
Cas reçus pendant la période	197	147	179	160	75	103	69
Cas retournés au DGAGFC pour ré-évaluation	0	0	-6	-2	-4	0	0
Cas complétés durant la période	19	106	131	158	169	119	141
Cas en cours de traitement à la fin de la période	178	219	261	264	166	150	78

Palier II : Examen du CEMD

Les plaignants qui ne sont pas satisfaits de la décision rendue pas l'AI peuvent demander l'examen de leur grief par le CEMD, dont la décision représente l'autorité finale (AF) du processus de griefs.

Les plaignants peuvent amorcer le second palier d'examen de la manière suivante :

Étape 1 : Ils soumettent leur demande au second palier d'examen.

Étape 2 : Pour les griefs qui relèvent du mandat du Comité, le Directeur général – Autorité des griefs des Forces canadiennes (DGAGFC) fait parvenir le dossier du plaignant (pour le compte du CEMD) au Comité des griefs des Forces canadiennes.

- Les décisions relatives aux griefs obligatoirement soumis au Comité doivent être prises par le CEMD.
- Le CEMD n'est pas lié par les conclusions ni par les recommandations du Comité; toutefois, s'il choisit de s'en écarter, il doit, peu importe le cas, motiver son choix par écrit.

La procédure du Comité

1. Lorsque la greffière du Comité reçoit le dossier du plaignant du DGAGFC, le Comité fait parvenir un avis écrit au plaignant pour lui communiquer les renseignements dont fait état son dossier, conformément aux règlements en matière d'équité procédurale.
   - ► Le Comité invite le plaignant à fournir des renseignements supplémentaires pour le dossier.
   - ► Si le Comité recueille de nouveaux renseignements, il en informera le plaignant.

Un agent de griefs procède à une analyse approfondie qui implique également une révision légale effectuée par les Services juridiques. Le membre assigné au dossier par la présidente formule des conclusions et des recommandations finales qui sont, par la suite transmises au CEMD et au plaignant.

« Ce processus est remarquable. En dépit du résultat, j'ai atteint mon objectif : obtenir une analyse de ma situation non biaisée et écartée de la chaîne de commandement; et un verdict basé sur une analyse des lois canadiennes, des mœurs et normes courantes. »
— Source : Commentaires de répondants au sondage du CGFC

Sommaire du rendement			2006-2007 Dépenses prévues	2006-2007 Dépenses réelles
Priorité No. 2 (En cours) Communications externes	**Activité de programme:** L'examen des griefs des membres des Forces canadiennes référés par le Chef d'état-major de la Défense. **Résultats prévus :** Les groupes concernés reconnaissent la valeur des conclusions et recommandations du Comité :	**Sommaire du rendement**	410 000 $	280 526 $
	► Favoriser la communication des connaissances et accroître le soutien fourni par les groupes concernés ;	Satisfait à toutes les attentes		
	► Participer aux tribunes organisées aux échelons supérieurs en appui à l'implantation d'un processus militaire de règlement des griefs plus efficient et mieux adapté ;	Satisfait à toutes les attentes		
	► Diffuser de l'information sur les répercussions et la valeur du travail du Comité.	Satisfait à toutes les attentes		

Contexte et environnement opérationnels

À titre de tribunal administratif, le Comité est indépendant du ministère de la Défense nationale (MDN), même si c'est celui-ci qui a la responsabilité générale du processus des griefs dans son secteur d'activité. Le Comité relève directement du Parlement, par l'intermédiaire du ministre de la Défense nationale, qui dépose les rapports annuels et ministériels du Comité.

Le système de règlement des griefs des FC : un processus à deux paliers

Palier I : Examen par l'autorité initiale (des Forces canadiennes)

Une méprise courante au sujet du processus de règlement des griefs des Forces canadiennes consiste à croire qu'un plaignant peut déposer son grief directement auprès du Comité. En réalité, le processus commence avec le commandant (cmdt) du plaignant et non avec le Comité :

Étape 1 : Le plaignant soumet le grief à son cmdt.

Étape 2 : Si le cmdt ne peut agir à titre d'autorité initiale (AI), il soumet le grief à une personne pouvant agir à ce titre, par exemple le prochain officier supérieur ayant la responsabilité de prendre des mesures à l'égard du litige. Si le plaignant est satisfait de la décision rendue par l'AI, le processus de griefs prend fin.

$Total des ressources financières (en '000$)

2006-2007		
Dépenses prévues	Total des autorisations	Dépenses réelles
6 407,0 $	6 412,8 $	5 852,0 $

Total des ressources humaines *

2006-2007		
Prévues	Réelles	Écart
46	40	6

* Le nombre inclut les Membres du Comité nommés par le gouverneur en conseil.

Priorités du Comité

Sommaire du rendement			2006-2007 Dépenses prévues	2006-2007 Dépenses réelles
Objectif stratégique : Les recommandations du CGFC sont mises en œuvre et mènent à des améliorations dans les conditions de travail au sein des Forces canadiennes.				
Alignement aux priorités du Gouvernement du Canada : Les affaires gouvernementales				
Priorité no. 1 (En cours) Le rendement opérationnel du Comité	**Activité de programme :** L'examen des griefs des membres des Forces canadiennes référés par le Chef d'état-major de la Défense. **Résultats prévus :** Assurer l'efficience et l'efficacité de la prestation des services à nos clients :	**Sommaire du rendement**	3 685 000 $	3 175 412 $
	► Atteindre l'état stable dans le fonctionnement du Comité et viser à terminer l'examen des griefs et à émettre les conclusions et recommandations dans un délai de six mois à compter de la date de réception des griefs ;	Satisfait à toutes les attentes		
	► Assurer des analyses d'une égale grande qualité.	Satisfait à toutes les attentes		
	Adopter de saines pratiques de gestion interne conformes au Cadre de responsabilisation de gestion(CRG) et à la stratégie de mesure du rendement du Comité :			
	► Pratiquer une planification rigoureuse des besoins en ressources humaines et financières ;	Satisfait à toutes les attentes		
	► Mettre en place un processus économique d'examen des griefs.	Satisfait à toutes les attentes		

Renseignements sommaires

Contexte des griefs –

La reconnaissance du droit des militaires de se plaindre et d'obtenir des mesures de redressement n'est pas quelque chose de nouveau. Toutefois, l'introduction au Canada en 2000 d'un organisme civil dans le système de règlement des griefs des Forces canadiennes a constitué une approche novatrice importante pour le traitement des griefs militaires. Ce nouvel organisme est le Comité des griefs des Forces canadiennes.

Conformément à la *Loi sur la défense nationale* (LDN) et au chapitre 7.12 des *Ordonnances et règlements royaux applicables aux Forces canadiennes* (ORFC), le Comité a pour mandat d'examiner tous les griefs militaires qui lui sont soumis par le Chef d'état-major de la Défense (CEMD). À la suite d'un examen, le Comité présente ses conclusions et ses recommandations (C et R) au CEMD et en envoie simultanément une copie au plaignant. C'est toutefois au CEMD qu'il revient de prendre la décision finale concernant le grief.

Le Comité, qui a des pouvoirs quasi judiciaires, peut assigner des témoins et les obliger à faire un témoignage oral ou écrit. Il peut aussi exiger que des documents ou d'autres pièces soient produits. Les audiences du Comité se tiennent normalement à huis clos, à moins que la présidente ne décide, dans l'intérêt des participants et celui du public, de tenir des séances publiques.

Mission
Effectuer l'examen des griefs afin de rendre des conclusions et recommandations impartiales et équitables avec célérité et sans formalisme au Chef d'état-major de la Défense et au plaignant.

Les types de griefs soumis au Comité figurent au chapitre 7.12 des ORFC :

(1) Le Chef d'état-major de la Défense renvoie au Comité des griefs tout grief qui a trait aux questions suivantes :

  (a) les mesures administratives qui émanent de la suppression ou des déductions de solde et d'indemnité, du retour à un grade inférieur ou de la libération des Forces canadiennes;

  (b) l'application et l'interprétation des politiques des Forces canadiennes qui concernent l'expression d'opinions personnelles, les activités politiques et la candidature à des fonctions publiques, l'emploi civil, les conflits d'intérêts et les mesures régissant l'après mandat, le harcèlement ou la conduite raciste;

  (c) la solde, les indemnités et autres prestations financières;

  (d) le droit aux soins médicaux et dentaires.

(2) Le Chef d'état-major de la Défense renvoie au Comité des griefs pour que celui-ci formule ses conclusions et ses recommandations tout grief qui a trait à une de ses décisions ou un de ses actes à l'égard de tel officier ou militaire du rang.

L'article 29.12 de la LDN précise que le CEMD peut aussi saisir le Comité de n'importe quel autre grief.

Déclaration de la direction

Je soumets, aux fins de dépôt au Parlement, le Rapport ministériel sur le rendement (RMR) de 2006-2007 du Comité des griefs des Forces canadiennes.

Le présent document a été préparé conformément aux principes de préparation des rapports énoncés dans le *Guide de préparation de la Partie III du Budget des dépenses 2006-2007 : Rapports sur les plans et les priorités et Rapports ministériels sur le rendement :*

- Il est conforme aux exigences précises de déclaration figurant dans les lignes directrices du Secrétariat du Conseil du Trésor;
- Il repose sur le résultat(s) stratégique(s) et sur l'architecture des activités de programme du ministère approuvés par le Conseil du Trésor;
- Il présente une information cohérente, complète, équilibrée et fiable;
- Il fournit une base pour la reddition des comptes à l'égard des résultats obtenus avec les ressources et les autorisations qui lui sont confiées;
- Il rend compte de la situation financière en fonction des montants approuvés des budgets des dépenses et des Comptes publics du Canada.

Nom : Diane Laurin
Titre : Présidente

Message de la présidente

Je suis heureuse de déposer le sixième Rapport ministériel sur le rendement du Comité des griefs des Forces canadiennes (CGFC) pour la période se terminant le 31 mars 2007.

L'année dernière, en collaboration avec le Directeur-général-Autorité des griefs des Forces canadiennes (DGAGFC), nous avons examiné le processus de règlement des griefs dans son ensemble, et plus particulièrement celui de l'autorité finale, dans le but d'en améliorer l'efficience et de réduire les duplications d'effort.



À la suite d'importantes consultations auprès des principaux intervenants des Forces canadiennes (FC), le CGFC et le DGAGFC ont entrepris, en novembre 2006, un projet pilote visant à mettre à l'épreuve les préoccupations relatives au chevauchement des tâches entre les deux organisations et d'évaluer la capacité du CGFC à gérer les dossiers discrétionnaires (aux termes de la législation actuelle, le CGFC ne reçoit qu'environ 40 % des griefs qui atteignent l'autorité de dernière instance). Les résultats initiaux obtenus pendant la période visée ont été très positifs, et un rapport final sera soumis à cet effet au Vice-chef d'état-major de la Défense en juin 2007.Le Comité maintient que tous les griefs des FC devraient lui être référés afin que tous les militaires puissent bénéficier d'un examen indépendant de leurs griefs.

Par ailleurs, en 2006-2007, le CGFC a poursuivi ses efforts afin d'accroître sa propre efficience. Les examens des griefs reçus et complétés en 2006-2007, ont été fait dans un délai moyen de six mois ou moins; à la fin de cette période de référence, le total de griefs non résolus était moins élevé qu'au cours des années passées, et il ne restait que 78 dossiers actifs.

Outre les modifications au processus, le CGFC a continué à déployer sa stratégie de communication à l'aide d'activités de sensibilisation clés visant à accroître les connaissances de ses principaux intervenants sur la valeur et l'incidence de son travail.

Sept ans après sa création, le CGFC est de plus en plus connu des membres des FC et poursuit son travail de façon à ce que le milieu militaire considère qu'il agit au sein du système des griefs des FC de façon essentielle, impartiale et juste.

Diane Laurin
Présidente

SECTION I – SURVOL

Table des matières

SECTION I – SURVOL **1**

Message de la présidente 3
Déclaration de la direction 4
Renseignements sommaires 5
Rendement global du Comité 9

SECTION II – ANALYSE DES ACTIVITÉS DE PROGRAMME PAR OBJECTIF STRATÉGIQUE **13**

Analyse des activités de programme 15
Résultats escomptés 16

SECTION III – RENSEIGNEMENTS SUPPLÉMENTAIRES **29**

Renseignements sur l'organisation 31
Tableau 1: Comparaison des dépenses prévues aux dépenses réelles (équivalents temps plein compris) 32
Tableau 2: Ressources par secteur d'activité 32
Tableau 3: Postes votés et législatifs 33
Tableau 4: Services reçus à titre gracieux 33
Tableau 5: États financiers du Comité des griefs des Forces canadiennes 33
Tableau 6: Politiques sur les voyages 45

SECTION IV – AUTRES SUJETS D'INTÉRÊT **47**

Contacts pour informations supplémentaires 49
Rapports annuels prévus par la *Loi* et autres rapports du Comité 49

Comité des griefs des Forces canadiennes



Rapport ministériel sur le rendement

Pour la période se terminant le 31 mars 2007

L'honorable Peter Gordon MacKay
Ministre de la Défense nationale

Avant-propos

Les Rapports ministériels sur le rendement constituent un élément clé du cycle de planification, de surveillance, d'évaluation et de compte rendu des résultats au Parlement et aux Canadiens. Ils sont au cœur de la responsabilisation au gouvernement.

Les ministères et organismes sont invités à préparer leurs rapports d'après les principes du gouvernement du Canada pour la présentation de rapports au Parlement (énoncés dans le *Guide de préparation du Budget des dépenses 2006-2007* disponible à http://www.tbs-sct.gc.ca/rma/dpr3/06-07/index_f.asp). Ces principes sont le fondement conceptuel pour la préparation des rapports et s'inscrivent dans les pratiques actuelles recommandées en matière de rapports publics.

Selon ces principes, des rapports efficaces sur le rendement fournissent un compte rendu concis, cohérent, fiable et équilibré du rendement d'une organisation en rapport avec ses plans et les résultats prévus. Ils mettent l'accent sur les résultats en faisant un compte rendu non seulement des activités et des extrants qui ont été réalisés, mais également des progrès accomplis pour atteindre les résultats – les avantages durables pour les Canadiens et la société canadienne. Le rendement y est mis en contexte, il est relié aux plans et aux résultats prévus (on explique les modifications apportées, le cas échéant) et l'on discute des risques et des défis principaux qui ont une incidence sur le rendement de l'organisation. Les rapports efficaces sur le rendement établissent un lien solide entre les ressources et les résultats pour montrer ce que l'on a accompli au moyen d'une gestion rigoureuse des fonds publics. On y rend également compte des résultats réalisés en association avec d'autres organisations gouvernementales et non gouvernementales. En dernier lieu, le rapport est crédible parce que le rendement déclaré y est étayé d'éléments d'information probants et impartiaux.

Le présent Rapport ministériel sur le rendement, ainsi que ceux de beaucoup d'autres organisations, est disponible sur le site Internet du Secrétariat du Conseil du Trésor du Canada à l'adresse suivante : http://www.tbs-sct.gc.ca/est-pre/estimF.asp. Les lecteurs qui veulent obtenir une vue pangouvernementale détaillée de la contribution du gouvernement fédéral au rendement du Canada en tant que nation peuvent consulter *Le rendement du Canada 2006-2007*, qui est disponible en ligne à la même adresse Internet. Structuré en fonction de quatre grands secteurs de dépenses (affaires économiques, affaires sociales, affaires internationales et affaires gouvernementales), le rapport *Le rendement du Canada 2006-2007* sert de document directeur pour les 90 Rapports ministériels sur le rendement et comprend un aperçu global des dépenses réelles pour l'ensemble du gouvernement; on y présente également des faits saillants des rapports sur le rendement des ministères et des organismes. La version électronique du rapport *Le rendement du Canada* comporte des liens vers les Rapports ministériels sur le rendement pertinents qui contiennent de l'information additionnelle sur le rendement et les ressources.

Le gouvernement du Canada s'est engagé à améliorer sans cesse l'information qu'il communique au Parlement et aux Canadiens. La rétroaction des lecteurs est importante pour assurer une amélioration constante des Rapports ministériels sur le rendement et des autres documents relatifs au Budget des dépenses.

On peut adresser ses commentaires ou ses questions à l'adresse suivante :

Direction de la gestion axée sur les résultats
Secrétariat du Conseil du Trésor du Canada
L'Esplanade Laurier, Ottawa, Ontario K1A OR5

Les documents budgétaires

Chaque année, le gouvernement établit son Budget des dépenses, qui présente l'information à l'appui des autorisations de dépenser demandées au Parlement pour l'affectation des fonds publics. Ces demandes d'autorisations sont présentées officiellement au moyen d'un projet de loi de crédits déposé au Parlement. Le Budget des dépenses, qui est déposé à la Chambre des communes par le président du Conseil du Trésor, comporte trois parties :

Partie I – Plan de dépenses du gouvernement présente un aperçu des dépenses fédérales et résume les principaux éléments du Budget principal des dépenses.

Partie II – Budget principal des dépenses étaye directement la *Loi de crédits*. Le Budget principal des dépenses énonce les autorisations de dépenser (crédits) et les sommes à inclure dans les projets de loi de crédits que le Parlement doit adopter afin que le gouvernement puisse mettre en application ses plans de dépenses. Les Parties I et II du Budget des dépenses sont déposées simultanément le 1er mars ou avant.

Partie III – Plan de dépenses du ministère est divisé en deux documents :

1) **Les rapports sur les plans et les priorités (RPP)** sont des plans de dépenses établis par chaque ministère et organisme (à l'exception des sociétés d'État). Ces rapports présentent des renseignements plus détaillés, pour une période de trois ans, sur les principales priorités d'une organisation, et ce, par résultat stratégique, activité de programme et résultats prévus, incluant des liens aux besoins en ressources connexes. Les RPP contiennent également des données sur les besoins en ressources humaines, les grands projets d'immobilisations, les subventions et contributions, et les coûts nets des programmes. Ils sont déposés au Parlement par le président du Conseil du Trésor au nom des ministres responsables des ministères et des organismes qui dépendent des crédits parlementaires et qui sont désignés aux annexes I, I.1 et II de la *Loi sur la gestion des finances publiques*. Ces documents sont habituellement déposés au plus tard le 31 mars, pour renvoi aux comités qui peuvent ensuite faire rapport à la Chambre des communes conformément au paragraphe 81(7) du Règlement.

2) **Les rapports ministériels sur le rendement (RMR)** rendent compte des réalisations de chaque ministère et organisme en fonction des attentes prévues en matière de rendement qui sont indiquées dans leur RPP. Ces rapports sur le rendement, qui portent sur la dernière année financière achevée, sont déposés au Parlement en automne par le président du Conseil du Trésor au nom des ministres responsables des ministères et des organismes qui dépendent des crédits parlementaires et qui sont désignés aux annexes I, I.1 et II de la *Loi sur la gestion des finances publiques*.

Le Budget supplémentaire des dépenses étaye directement la *Loi de crédits*. Le Budget supplémentaire des dépenses énonce les autorisations de dépenser (crédits) et les sommes à inclure dans les projets de loi de crédits que le Parlement doit adopter afin que le gouvernement puisse mettre en application ses plans de dépenses. Le Budget supplémentaire des dépenses est habituellement déposé deux fois par année, soit un premier document au début novembre et un document final au début mars. Chaque Budget supplémentaire des dépenses est caractérisé par une lettre alphabétique (A, B, C, etc.). En vertu de circonstances spéciales, plus de deux Budgets supplémentaires des dépenses peuvent être publiés au cours d'une année donnée.

Le Budget des dépenses, de même que le budget du ministre des Finances, sont le reflet de la planification budgétaire annuelle de l'État et de ses priorités en matière d'affectation des ressources. Ces documents, auxquels viennent s'ajouter par la suite les Comptes publics et les rapports ministériels sur le rendement, aident le Parlement à s'assurer que le gouvernement est dûment comptable de l'affectation et de la gestion des fonds publics.

©Sa Majesté la Reine du chef du Canada, représentée par le
Ministre des Travaux publics et Services gouvernementaux, 2007.

Ce document est disponible en médias substituts sur demande.

Ce document est disponible sur le site Web du SCT à l'adresse suivante : www.tbs-sct.gc.ca.

En vente chez votre libraire local ou par la poste auprès
des Éditions et Services de dépôt
Travaux publics et Services gouvernementaux Canada
Ottawa (Ontario) KIA OS5

Téléphone : 613-941-5995
Commandes seulement : 1-800-635-7943 (Canada et É.-U.)
Télécopieur : 613-954-5779 ou 1-800-565-7757 (Canada et É.-U.)
Internet : http://publications.gc.ca

No. de catalogue : BT31-4/86-2007
ISBN 978-0-660-63430-2

FSC
Sources Mixtes

Ce logo décrit le papier FSC utilisé pour la couverture seule.
Le texte est imprimé sur un papier FSC contenant
100% de fibres recyclées après consommation.

4820

BUDGET DES DÉPENSES

Comité des griefs des Forces canadiennes

Rapport sur le rendement

Pour la période se terminant
le 31 mars 2007

Canada